JIU/REP/2018/1

REVIEW OF INTERNSHIP PROGRAMMES IN THE UNITED NATIONS SYSTEM

Prepared by

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United Nations

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EXECUTIVE SUMMARY

Review of internship programmes in the United Nations system

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The United Nations system is going through an in-depth reform to align its functioning with its core mandates and to introduce simplified processes for more effective and efficient delivery of its work. The present review addresses the role of internship programmes as part of ongoing reform of human resources management in the United Nations system. The review covers the period between 2009 and 2017, during which the size of internship programmes in the United Nations system grew significantly. It is a follow-up to the previous work of the Joint Inspection Unit (JIU) on this subject (JIU/NOTE/2009/2).

A coherent internship programme across the United Nations system with a common set of good practices based on a benchmarking framework would improve the effectiveness of the programmes and the reputation of the organizations concerned. Introducing measures in support of youth would respond to the United Nations System-wide Action Plan on Youth, as well to the goals of the 2030 Agenda for Sustainable Development related to youth, decent work and gender equality. Innovative financing mechanisms should be defined within the organizations so that they can reallocate existing resources or set up targeted fund-raising mechanisms (e.g. voluntary trust funds and partnerships with no conditionality ties) to support internship candidates on a competitive merit-based basis, ensuring socioeconomic diversity with regard to background, ethnicity, geographical origin (both home country and country of the university from which the intern received an educational diploma), gender and persons with disabilities.

Coherent management of the internship programmes for the entire system would have positive impacts, such as: (a) reducing competition among organizations for talented candidates; (b) reducing the burden for applicants, who currently submit several applications to each organization; (c) reducing the burden on the administrations of the programmes, which would receive short-listed candidates who have been pre-screened against the organization's selection criteria; and (d) avoiding "internship tourism", which can occur when there are no records at the system level of the number of internships in which a candidate has enrolled.

The findings of the present review indicate that there has been progress in defining policy frameworks for internships but that most of the previous recommendations contained in JIU/NOTE/2009/2 have not been implemented. The Inspector reiterates the need to implement those recommendations. The present report proposes a benchmarking framework for good practices in internship programmes (see chap. IV) for consideration by the organizations of the United Nations system, through the establishment of an ad hoc working group within the Human Resources Network of the United Nations System Chief Executives Board for Coordination. The Inspector believes that the governing bodies of the organizations should progressively adopt the benchmarking framework as a cornerstone for the reform of internships across the system. He encourages executive heads of the United Nations system organizations to make progress in all those areas that can be implemented within their delegated authority and to seek endorsement of the governing bodies for those actions requiring it. The benchmarking framework is divided in four sections, addressing: (a) the application process; (b) the internship period; (c) completion of the internship; and (d) alignment of internship programmes with the values of United Nations.

The report makes seven recommendations, of which one is addressed to the General Assembly (recommendation 4), one to governing and/or legislative bodies of JIU participating organizations (recommendation 6), one to the Secretary-General (recommendation 1) and four to all executive heads of JIU participating organizations.

The implementation of all the recommendations is expected to strengthen coherence, effectiveness and accountability in the management and use of internship programmes in the United Nations system.

Recommendation 1

The Secretary-General should launch a reform of the United Nations internship programme, taking into account the benchmarking framework for good practices in internship programmes proposed by the Joint Inspection Unit in its report JIU/REP/2018/1, and report on progress made to the General Assembly at its next session under the agenda item on human resources.

Recommendation 2

Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.

Recommendation 3

The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.

Recommendation 4

The General Assembly should request the United Nations Secretariat to update the human resource framework to include a category for interns, who should not be classified under "type I: gratis personnel", thus facilitating the consideration of the introduction of compensation schemes, and to report to General Assembly at its next session under the agenda item on human resources.

Recommendation 5

The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.

Recommendation 6

Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative

mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.

Recommendation 7

Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the *World Guide to Higher Education* published by the United Nations Educational, Scientific and Cultural Organization.

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ABBREVIATIONS

CEB	United Nations System Chief Executives Board for Coordination
DSA	Daily subsistence allowance
FAO	Food and Agriculture Organization of the United Nations
IADB	Inter-American Development Bank
ICAO	International Civil Aviation Organization
IAEA	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMF	International Monetary Fund
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
PAHO	Pan American Health Organization
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOG	United Nations Office at Geneva
UNOPS	United Nations Office for Project Services
UNRISD	United Nations Research Institute for Social Development
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNV	United Nations Volunteers
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. INTRODUCTION

A. Background: follow-up to JIU/NOTE/2009/2

1. The present review was included in the programme of work of the Joint Inspection Unit (JIU) in March 2017 with a view to providing the United Nations system organizations with updated information concerning the internship programmes in place in the different organizations and suggesting recommendations for further improvement.

2. The report is a follow-up to the JIU/NOTE/2009/2, entitled "Internships in the United Nations system". In preparing the current report, several organizations highlighted that they had taken that note into account in defining or reforming their internship programmes. In a few cases (e.g. the Food and Agriculture Organization of the United Nations (FAO) and the Pan American Health Organization (PAHO)), they envisaged new reforms and were awaiting the current JIU review to complete their new policies.

3. JIU/NOTE/2009/2 made nine recommendations to the executive heads of 17 organizations for action, and to the executive heads of seven organizations for information. Recommendations covered the following areas:

- Ensuring geographical balance and improved access for candidates from non-developed countries (recommendation 1)
- Formalizing internship programmes (recommendation 2)
- Ensuring induction for interns upon arrival and logistics for their period of internship (recommendations 3, 4 and 5)
- Ensuring that interns provide evaluations at the end of the internship and using the results to improve the programmes (recommendation 6)
- Eliminating the mandatory post-internship break to allow interns to apply for job positions in the organizations (recommendation 7)
- Providing interns with support for daily meal tickets and a transportation pass, and contributing to insurance costs for interns not from the local area and lacking financial sponsoring (recommendation 8)
- Establishing a monitoring system to report on the costs related to internship programmes (human resources management, information technology-related etc.) (recommendation 9).

4. The degree of implementation of the recommendations varies across the organizations. Based on the research findings, the team notes that further measures have to be taken to strengthen accountability and good practices in the definition and implementation of internship programmes. The qualitative assessment of the degree of implementation of previous JIU recommendations is presented in table 1.

Table 1: Verification of the implementation of previous recommendations (JIU/NOTE/2009/2)

Recommendation in JIU/NOTE/2009/2	Finding of current review	Implemented (Yes/No/Partially)
Recommendation 1 Executive heads of United Nations system organizations should take adequate steps to provide qualified candidates from non-developed countries opportunities to be an intern in the United Nations system organizations.	Findings of the review in 2017 reveal that only a few organizations (e.g. the United Nations Population Fund (UNFPA)) have specific measures in this regard.	**Partially** Only a few organizations

Recommendation in JIU/NOTE/2009/2	Finding of current review	Implemented (Yes/No/Partially)
Recommendation 2 Executive heads of United Nations system organizations should formalize the internship programmes and provide the necessary resources for their management and administration.	All programmes in JIU participating organizations have been formalized. In the case of the World Meteorological Organization (WMO), the formalization will be completed by the end of September 2018. However, there is no explicit record of allocation of resources (human and financial) strictly devoted to the management and administration of internship programmes.	**Partially** Formalization: yes Provision of resources: no, with a few exceptions (e.g. the International Labour Organization (ILO)). There is no reliable tracking of information.
Recommendation 3 Executive heads of United Nations system organizations should provide detailed information guides (administrative issues and day to day living) for new interns well in advance of their entry on duty.	Most, but not all, organizations have developed internal guides for interns. These are rarely shared in advance, however; in general, they are distributed only upon arrival.	**Partially.** Guides have been developed in most cases, but they are not always provided in advance.
Recommendation 4 Executive heads of United Nations system organizations should ensure that on the first day of arrival, the necessary infrastructure to host each intern is in place.	Interns do receive information but the quality and the procedure for obtaining access to it vary across organizations.	**Partially** Infrastructure is not always ready on the first day (or even later).
Recommendation 5 Executive heads of United Nations system organizations should ensure that an inclusive orientation programme is provided to interns upon arrival.	The majority of, but not all, organizations provide an inclusive orientation programme upon arrival, but not systematically.	**Partially** Most, but not all, organizations have an induction guide or programme.
Recommendation 6 Executive heads of United Nations system organizations should ensure that interns provide an evaluation of the internship programme at the end of their assignment and that follow-up measures are put in place to distil lessons learned, validate best practice and propose improvements in weak areas.	Only a few organizations have introduced the possibility of evaluation by the intern. None of them has indicated that there is systematic use of this information to take follow-up measures and distil lessons learned.	**Partially (low)** Few organizations have introduced the possibility of evaluations by interns. There is no strong evidence that the results of such evaluations are being used to strengthen internship programmes.
Recommendation 7 Executive heads of United Nations system organizations should eliminate the mandatory break now defined in various internship agreements so interns can compete on an equal basis for positions for which they may qualify.	The mandatory break requirement varies across organizations.	**Partially (low)** The United Nations Secretariat and a number of organizations maintain the mandatory break.

Recommendation in JIU/NOTE/2009/2	Finding of current review	Implemented (Yes/No/Partially)
Recommendation 8 Executive heads of United Nations system organizations should consider providing a daily meal ticket, a transportation pass, and/or contributing towards insurance costs for interns lacking financial sponsoring or to interns not from the local area.	Ad hoc measures have been taken in different organizations, but there has not been a systematic contribution towards covering insurance costs, providing meal tickets or covering transportation passes. (Examples include the cafeteria discount rate at the United Nations Office at Geneva (UNOG) and support by the United Nations Research Institute for Social Development (UNRISD) for the monthly cost of local transportation).	**Partially (low)** Some discount rates have been applied for some meals. No support for transportation is provided.
Recommendation 9 Executive heads of United Nations system organizations should put in place an effective monitoring system of the budgetary and human resources cost implications of the internship programmes, as well as IT-related costs, to be recorded in a specific budget line for internship programmes.	With few exceptions, there is no established mechanism for recording and tracking internship-related costs.	**Partially (low)** Very few organizations track the costs related to internship programmes.

5. The present review will help organizations to improve the effectiveness of their internship programmes and to complete the implementation of the recommendations that are not yet fully implemented.

B. Objective, scope and methodology

Objective

6. The present report addresses the role of internships in the broader context of youth empowerment and the role of young women and men as core actors of the 2030 Agenda for Sustainable Development. It assesses the characteristics of the variety of internship programmes in the United Nations system, identifying good practices and sharing lessons learned. The report provides recommendations to strengthen the impact of the programmes as a win-win strategy for promoting inclusion and the empowerment of youth, as well as to strengthen effectiveness in human resources management through a more effective use of internship programmes as a talent pool management strategy. It aims at identifying guidelines for good practices, in line with paragraph 35 of resolution 71/263:

> "**Welcomes the United Nations internship programme, and requests the Secretary-General to ensure that it contributes to the achievement of United Nations objectives and the learning experience of the participants**".

7. The review provides an assessment of internship programmes in JIU participating organizations, their related administrative and management frameworks, their modalities of implementation and their eligibility criteria. It also makes recommendations with a view to facilitating the choices of decision makers – governing bodies and executive heads of organizations – in reforming internship programmes in the United Nations system. The implementation of the recommendations contained in the present report would contribute to developing a more effective, coherent and consistent system-wide strategy for the organizations and the interns. A benchmarking framework for good practices in internship programmes is proposed to transform the current fragmented landscape into a United Nations system framework for internship programmes, with improved conditions of service, a more effective administration and an avoidance of competition among organizations of the system to attract young

talent. A coherent system-wide and competitive framework for internships would offer equal opportunities to all applicants.

Scope and methodology

8. The scope of the review is system-wide, including the 28 JIU participating organizations. For comparative purposes, the team also met with representatives of other international organizations, such as the Inter-American Development Bank (IADB), the International Fund for Agricultural Development (IFAD), the International Monetary Fund (IMF), the International Organization for Migration (IOM), the Organization for Economic Cooperation and Development (OECD), the Organization of American States (OAS), PAHO and the World Bank Group. These institutions shared their experiences with regard to internship policies, providing examples of good practices in using the programmes as talent-pool management in a win-win approach for organizations and interns. In Geneva, the team met with representatives of Switzerland and the European Union. Interviews were also organized with Staff Council representatives and with interns' associations, such as the Fair Internship Initiative[1] and the Geneva Interns Association.[2]

9. The team followed the JIU Norms and Standards for Evaluation (see A/68/34, annex VII). Data have been collected through desk reviews, questionnaires and interviews. Targeted interview guides were prepared for the three main categories of stakeholders, namely: (a) administrators of the programmes; (b) supervisors of interns; and (c) interns – associations, boards and interns themselves. The three stakeholder groups were interviewed separately so that qualitative information could be gathered and compared.

10. Questionnaires requested information concerning administrative frameworks, conditions of service, rights and duties of interns, resources devoted to the internship programmes by the organizations and the size of their internship programmes for the period from 2009 to 2017. The team faced a number of methodological constraints in consolidating the system-wide data, owing to the following:

(a) Unfortunately, the requested data are not systematically tracked across the system or are not available for the entire period of the review;

(b) Gender-disaggregated data are not always available; the team had to introduce the category "unspecified" to consolidate the aggregated figures;

(c) Infrastructure costs – the logistics of hosting interns – are not reported;

(d) United Nations data for the biennium 2016-2017 are not available. The team had to use the period 2009-2015 for the consolidated system-wide result;[3]

(e) Owing to the decentralized nature of their internship programmes, the United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP), which are among the largest organizations of the system, do not report figures about their internship programmes.

11. Hence, the consolidated figures on the presence of interns in the United Nations system should be considered as an underestimation of the real figures. However, it is the best available information, taking into account the lack of systematic monitoring and reporting on internships. In 2009, JIU recommended strengthening monitoring and accountability in the management of internship programmes; implementation of this recommendation is clearly lagging behind.

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[1] See https://fairinternshipinitiative.org.

[2] See http://internsassociation.org.

[3] Final data for 2017 in its entirety were reported by FAO and the World Health Organization (WHO) in April 2018.

C. Acknowledgements

12. Comments on the draft report were sought from JIU participating organizations and other stakeholders who collaborated with the team during the preparation of the review. In accordance with article 11, paragraph 2, of the JIU statute, the present report was finalized after consultation among the inspectors so as to test its conclusions and recommendations against the collective views of the Unit.

13. To facilitate the handling of the report and the implementation and monitoring of its recommendations, annex V contains a table indicating whether the report is being submitted to the organizations concerned for their action or for their information. The table identifies those recommendations which are relevant for each organization, specifying whether they require a decision by the legislative or governing body of the organization or can be acted upon by its executive head.

14. The Inspector wishes to express his appreciation to all who assisted in the preparation of the report, particularly to those who participated in the interviews and so willingly shared their knowledge and expertise, as well as to the associations of interns who willingly shared their views and facilitated access to their internal data surveys.

II. INTERNSHIPS: AN ELEMENT OF THE REFORM OF HUMAN RESOURCES MANAGEMENT IN THE UNITED NATIONS SYSTEM

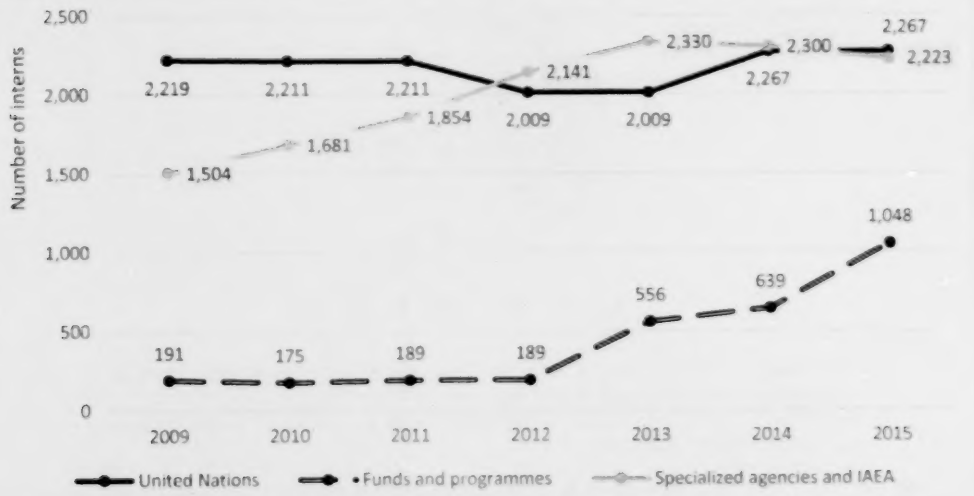
15. The present review addresses the role of internship programmes as part of the ongoing reform of human resources management in the United Nations system. A reform of internship programmes and their related policies and management frameworks could facilitate, in the medium term, the identification of pools of talented young professionals who are familiar with the work of the United Nations as a result of their internships.

16. In his report on human resources development for the twenty-first century, the Secretary-General indicates that the ongoing reform should effect improvement in opportunities for young men and women:

> "As a high degree of technical knowledge is no longer a guarantee for employment and working poverty is a reality for many, a priority for human resources development is addressing the mismatch between a higher skilled workforce and the supply of decent jobs. Ensuring opportunities for all young people will require targeted human resources development policies, including strategies to facilitate the transition from the classroom into decent jobs. Furthermore, young women are finding the transition from school to work much harder and are more likely to end up in lower quality jobs or to be unemployed than their male counterparts."[4]

17. For the period 2009-2015, the organizations reported a total of 32,213 interns, distributed between the United Nations, its funds and programmes and the specialized agencies, as per figures I and II below:

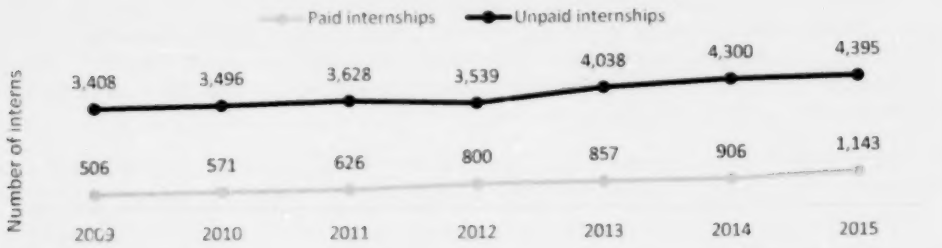
Figure I: Evolution of the number of interns in JIU participating organizations 2009-2015



Source: JIU elaboration based on, for the United Nations, reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1); and, for the following JIU participating organizations, responses to questionnaires: FAO, International Atomic Energy Agency (IAEA), International Civil Aviation Organization (ICAO), ILO, International Maritime Organization (IMO), International Trade Centre (ITC), International Telecommunication Union (ITU), Joint United Nations Programme on HIV/AIDS (UNAIDS), United Nations Conference on Trade and Development (UNCTAD), United Nations Environment Programme (UNEP), United Nations Educational, Scientific and Cultural Organization (UNESCO), UNFPA, United Nations Industrial Development Organization (UNIDO), United Nations Office for Project Services (UNOPS), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), World Tourism Organization (UNWTO), Universal Postal Union (UPU), World Food Programme (WFP), World Health Organization (WHO), World Intellectual Property Organization (WIPO) and WMO.

[4] See A/72/292, para. 41.

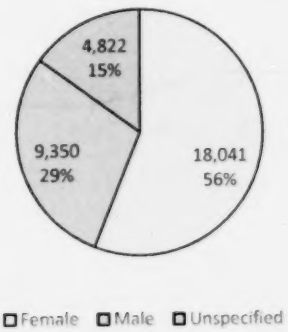
Figure II: Evolution of the number of interns engaged in JIU participating organizations according to compensation scheme (2009-2015)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations.

Reported data for this review reveal a preponderance of female interns, representing at least 56 per cent per cent of interns hired during the period (see figure III):

Figure III: Gender distribution of interns in the United Nations system (2009-2015)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations.

18. The vast majority of participants in internship programmes are young people, mostly women. A reform of internship programmes to make them a leveraging tool to empower youth and foster gender equality would be in line with the measures called for under the United Nations System Chief Executives Board for Coordination (CEB) Shared Framework for Action on equality[5], as follows:

> "Implement initiatives […] to promote youth employment and socio-economic inclusion of all ages, and to address the vulnerability of young people to higher unemployment and lower quality of jobs and to longer and more insecure school-to-work transitions."

[5] *Leaving No One Behind: Equality and Non-Discrimination at the Heart of Sustainable Development – A Shared United Nations System Framework for Action* (New York, CEB, 2017). Available from http://www.unsceb.org/content/shared-framework-for-action-on-equality.

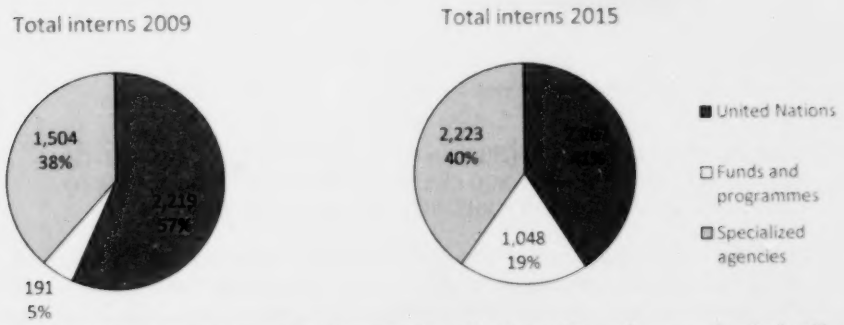
A. Management of internship programmes in the United Nations system organizations

19. The findings reveal that, while there is a positive trend in the quality of information and induction of interns compared with the baseline of 2009, progress made since then is far from sufficient given the omnipresent use of internships in the United Nations system.

20. The contribution of interns to the work of the organizations cannot be denied. Supervisors across the system praised their contribution and their influence on quality, and noted how relevant, and in some cases essential, their presence was to ensuring the delivery of work.

21. The number of interns within the United Nations system (as reported) increased from 3,914 in 2009 to 5,538 in 2015, representing an increase of 41.5 per cent.[6] The United Nations alone engaged 15,193 interns during the entire period. Noting that the internship period in the United Nations ranges from a minimum of two months to a maximum of six months, this figure represents a minimum potential range of equivalent work-months of between 30,386 and 91,158 for the period. Figure IV below provides the aggregated figures for 2009 and 2015.

Figure IV. Interns in the United Nations system by type of organization (2009 and 2015)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations.

22. There was a general recognition that, without the contribution of interns, staff members would have had lowered expectations with regard to deliverables, particularly in areas such as outreach, communications and non-essential tasks. The contributions of interns enable organizations to provide high quality outputs and improve the visibility and dissemination of results among clients.

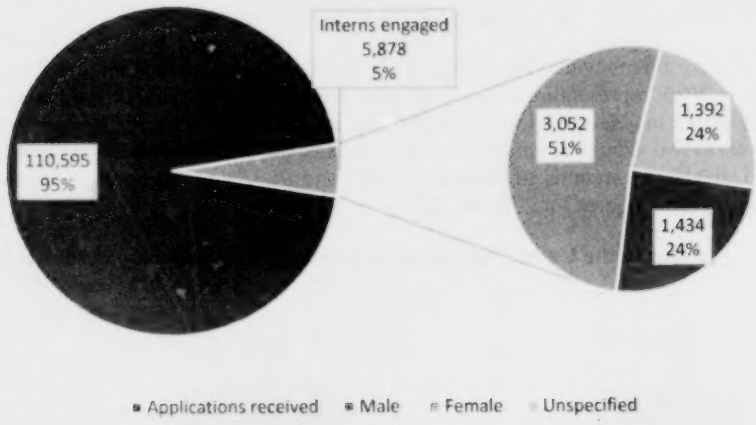
23. Managers and supervisors indicated that they were increasingly relying on the presence of interns to deliver the work of the organizations, particularly in a context of resource constraints. Furthermore, interns bring into the organizations new skills that are not always available among seasoned staff. Most of the interns are involved in outreach and communications activities, which are not necessarily related to their educational skills, owing to their familiarity with new technologies and social media tools.

24. The management and administration of the selection and recruitment process of interns is a real burden on the responsible departments. Data reported during the preparation of the review indicate that,

[6] As mentioned in chapter I, all figures provided in the present review are underestimated owing to the lack of tracking and reporting by a number of organizations. Data for the United Nations are not reported for 2016-2017. Data from UNICEF and UNDP on internships are not tracked owing to decentralized management and the worldwide basis of their operations.

for the period 2015-2017, respondent organizations received 110,595 applications and engaged a total of 5,878 interns, representing a 5 per cent applicant success rate (see figure V).

Figure V. Total applications received and interns engaged by JIU participating organizations (2015-2017)[7]



Source: FAO (2015-2016), ILO (2015-2017), UNAIDS (2015-2017), UNCTAD (2015-2017), UNEP (2015-2017), UNESCO (2015-2017), UNIDO (2015-2017), UNWTO (2017), UPU (2015-2017), WHO (2015-2017) and WIPO (2015-2017).

25. Officials from United Nations Volunteers (UNV) shared with the JIU team a zero draft proposal entitled "Towards a harmonized management of United Nations system internships", which could be the basis for the consideration of a system-wide strategy to manage internships, should the organizations of the system wish to consider such a possibility.

B. Reputational risks

26. The issue of unpaid internships has been raised by international media and is being addressed by international associations of interns. The ILO Youth Employment Programme has produced research findings indicating that paid internships have proven to be stronger labour market integration mechanisms than unpaid ones.[8] Reputational risks were referred to by a significant number of organizations, which noted that some situations faced by interns with scarce resources went against the core values of the United Nations and its overarching mandates, such as the right to decent work and inclusiveness. It was pointed out that the line between junior function and the role of interns in some organizations was blurred and that there could be a perception that organizations were using free labour.

27. The cost of living of interns is covered, in some cases, by sponsoring institutions but the vast majority of interns are supported by their families, their own savings or loans. The team observed that some interns endure harsh living conditions to support themselves and/or have to supplement their internships with jobs in the informal economy (e.g. as dog walkers, working in after-hours jobs during their internships), particularly those from poorer economic backgrounds or developing countries.

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[7] The sample includes all the JIU participating organizations that reported on the number of applications in response to the questionnaire.

[8] Niall O'Higgins and Luis Pinedo, "Interns and outcomes: just how effective are internships as a bridge to stable employment?", Employment Working Paper No. 241 (Geneva, ILO, forthcoming).

28. Ad hoc measures are taken by some organizations to lower the day-to-day burden of interns, such as providing support for local transport (e.g. UNRISD) or having special discount rates for meals (e.g. the UNOG cafeteria). Nevertheless, there are no common supportive measures across the system; each organization addresses the issue within the flexibility of its own rules, often resulting from initiatives by senior managers who contribute to finding creative solutions. The United Nations Secretariat in particular and the United Nations system in general would gain a lot by addressing in an orderly manner all issues that can be perceived as reputational risks.

29. The following chapter presents an overall assessment of existing practices in internships in JIU participating organizations and other international organizations from which good practices and lessons learned could inspire a reform of internship programmes in the United Nations system, turning them into effective mechanisms to support the transition from school to work to empower youth.

III. OVERALL ASSESMENT OF THE INTERNSHIP PROGRAMMES IN THE UNITED NATIONS SYSTEM AND OTHER INTERNATIONAL ORGANIZATIONS

30. For the consolidated period 2009-2015, JIU participating organizations reported a total of 32,213 interns, of which 91 per cent were in the United Nations and specialized agencies:[9]

Table 2: Overview of total interns in the United Nations system (2009-2015)

	Total	Percentage
United Nations	15,193	47
Funds and programmes	2,987	9
Specialized agencies	14,033	44
United Nations system	32,213	100

Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations.

31. The review confirms the existence of a fragmented landscape of internship policies, with diverse administrative frameworks and modalities of implementation among the different organizations. A detailed description of different eligibility criteria, conditions of service, duration and stipend/entitlements is provided in the annexes to the present report.

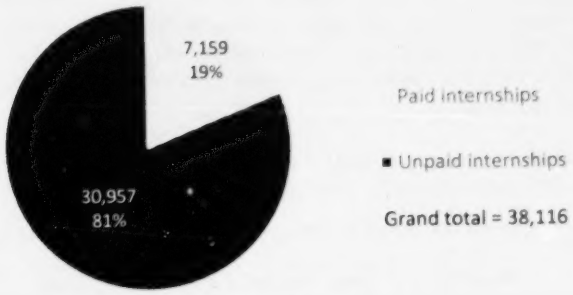
32. As of December 2017, three funds and programmes (UNICEF, UNOPS and WFP) and six specialized agencies (FAO, IAEA, ILO, UNWTO, UPU and WIPO) were providing compensation to interns. In February 2018, the Office of the United Nations High Commissioner for Human Rights (UNHCR) promulgated a new internship policy (UNHCR/AI/2018/3) which will provide for a stipend once it enters into force on 1 June 2018. UNFPA is also reforming its current policy, to be adopted in the course of 2018, proposing the introduction of a stipend. FAO has put on hold the ongoing reform of its internship programme, to be completed in 2018, in order to take into account the findings and recommendations of the present report. As of the end of March 2018, the policy of FAO included compensation for interns.

33. Based on the findings of the present review, the team has defined a benchmarking framework for good practices in internship programmes, which is presented in chapter IV, to replicate at a system-wide level the best practices identified in JIU participating organizations and other international organizations, which have been analysed for the purpose of comparison. Data reported for the period 2009-2017 reveal a total of 38,116 interns,[10] of which 81 per cent were in unpaid internship programmes (see figure VI below).

34. During the review, representatives of funds and programmes and specialized agencies referred to the United Nations and its critical role concerning possible reform of internship programmes in the system with a view to convergence towards common standards for good practices in internship programmes. Given the size and visibility of the Organization, a reform of its internship programme would encourage other organizations of the United Nations system to follow suit.

[9] See figure VI, table 6 and annex III for more detailed figures.
[10] United Nations data for 2016-2017 are not reported.

Figure VI: Share of interns in JIU participating organizations (2009-2017)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations.

35. The team considers that the management of internship programmes could be improved so as to strengthen coherence of the United Nations system in utilizing the youth work force for the benefit of both the interns and the organizations. Such a reform should be implemented through a more coherent approach to the management of the programmes, based on common eligibility criteria and conditions of service. Such a strategy would provide an opportunity to ensure that inclusive internship policies do not leave anyone behind but rather provide equal access to candidates from all socioeconomic backgrounds, with due consideration paid to gender, disability and geographical diversity. The following sections describe the characteristics of the internship programmes and identify good practices to enhance the role of internship policies as a strategic tool to empower youth and support the transition from school to work, considering the fact reported by ILO that 40 per cent of the world's youth are either unemployed or have a job but live in poverty.[11]

A. Internships at the United Nations

36. The United Nations internship programme is governed by administrative instruction ST/AI/2014/1. Compared with the previous review in 2009, current eligibility conditions have been broadened so that recent graduates can also commence their internships within a year after completion of their studies. The objective of an internship programme is defined as a learning experience for the interns while they contribute to the work of the Organization.

37. Officials from the Secretariat expressed the view that the interns were given a unique opportunity to be exposed to the work of the Organization, which per se was a return on their investment which added value to their curriculum vitae in the labour market. In the view of those officials, introducing a compensation scheme for interns would reduce the internship opportunities available to them.[12] While sympathetic to the appeal by interns, representatives of the Organization consider that it will be difficult to meet the expectations of interns given the current financial situation.

38. Intern representatives of the Geneva-based Intern Board are of the view that their main concern is not about the return on investment for those interns who can afford an internship, but rather the fact that the opportunity of an internship is inaccessible to those who are unable to afford an unpaid internship in the first place. Based on their observation and analysis of trends in United Nations system

[11] ILO, *World Employment and Social Outlook 2016: Trends for Youth* (Geneva, International Labour Office, 2016).

[12] See annex III for figures on the number interns hired by each organization for the period 2009-2017. The United Nations alone hosts an average of around 2,200 interns per year.

entities that have introduced stipends, they consider that financial support for interns would not result in a significant reduction in the number of internship opportunities. They note that it would still be more cost-effective for the organizations to offer paid internships, considering that interns are often involved in performing work that is necessary to the organizations and that they would face higher costs if they used other contracting typologies to perform these tasks. Even if a marginal decrease in internship positions were to happen, intern representatives considered the benefits would still offset the costs, as this would lead to more equal accessibility, more structured programmes and more relevant tasks for the interns selected.[13]

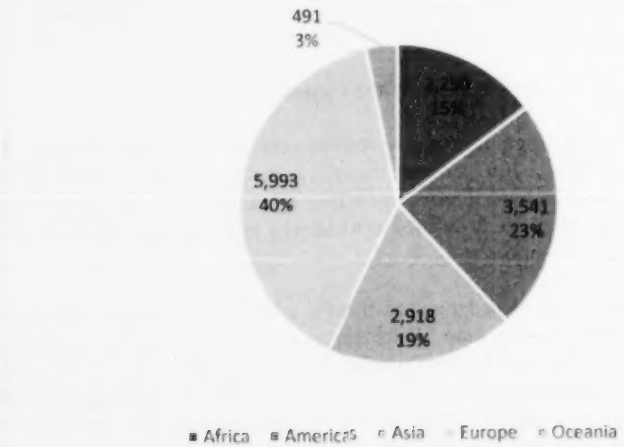
39. Data from the United Nations reveal that the Organization hosted, on average, 2,170 interns per year for the period 2009-2015 (see table 3 and figure VII).

Table 3: United Nations interns - geographical distribution (2009-2015)

Regions	Total interns	Female	Male
Africa	2,250	1,306	944
Americas	3,541	2,308	1,233
Asia	2,918	2,071	847
Europe	5,993	4,110	1,883
Oceania	491	329	162
Grand total	**15,193**	**10,124**	**5,069**

Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1).

Figure VII: United Nations –geographical distribution of interns (2009-2015)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1); geographical distribution based on http://unstats.un.org/unsd/methods/m49/m49regin.htm.

40. Geographical distribution is addressed in section 11.3 of ST/AI/2014/1 as follows:

[13] Views reported by the Fair Internship Initiative on behalf of the Geneva-based Intern Board (April 2018).

> "Interns should be selected from as wide a geographical basis as possible and without distinction as to race, sex or religion."

41. However, given the decentralized nature of the majority of the internship programmes, which are managed by each hosting department, there are no specific measures in place to foster balanced geographical representation among regions.

42. As part of the research, the team asked the Organization to provide a list of the universities from which interns had received their highest diploma. This information is not tracked, so there is no baseline to establish the academic origin of the interns selected. Qualitative information collected through interviews seems to indicate that only a small proportion of interns from developing countries come from universities in their country of origin.

43. The team learned that the United Nations Secretariat had launched a pilot exercise for "online internships" to give access to candidates that could not afford the costs of living and travelling to a duty station. During interviews, some respondents considered that such a virtual modality would be similar to a free online consultancy and were not in favour of it. Others considered that it could be a possibility for those not able to travel and be in a duty station; however, the modality should not be promoted as a substitute for internships within the organizations.

44. Among the supervisors interviewed in different departments of the United Nations and in the regional commissions, there was a trend in favour of financially supporting interns, provided that the funds did not come from the regular budget. Various possible sources of support were pointed out, such as project funds, overheads and voluntary trust funds to be set up and proposed to Member States in the context of empowering youth.

45. Interns in general recognized the value of an internship experience, which was instrumental for their career development. However, in many cases, they felt that they were contributing as junior professionals to the same extent as junior staff, with the only difference being that they were not remunerated.

B. Internships at United Nations funds and programmes

46. For the reported period 2009-2017, only eight funds and programmes reported figures on the number of interns; among those, only three provided data for the entire period. A total of 4,820 interns were reported by eight funds and programmes.[14]

47. Internship modalities and conditions of service are similar among the organizations. The essential difference lies in whether they offer a remuneration scheme. At the time of responding to the JIU questionnaires in 2017, three organizations offered stipends as part of the conditions of their internship programmes: UNICEF, UNOPS and WFP. UNFPA and UNHCR have more decisional latitude to define the conditions of their programmes. UNHCR is introducing stipends for interns in its new internship policy that enters into force in June 2018. UNFPA is currently working on a reform of its programme, with a view to introducing it in the course of 2018, and has also taken steps introduce some stipends for interns, although the process was not yet complete at the time of finalization of the present review. The principle of introducing a stipend was endorsed by the Executive Board of UNFPA in early 2018.[15]

48. Representatives of funds and programmes, whether or not they have a remuneration scheme, have all confirmed the relevance of interns' contributions to the work of their organizations. They consider interns as part of the team and as such they have workplans and objectives to deliver during the period

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[14] See annex III.

[15] In 2016, UNFPA also launched a pilot project for a remunerated experience to empower young talented candidates. See www.opportunitydesk.org/2016/01/25/unfpa-young-innovators-fellowship-programme.

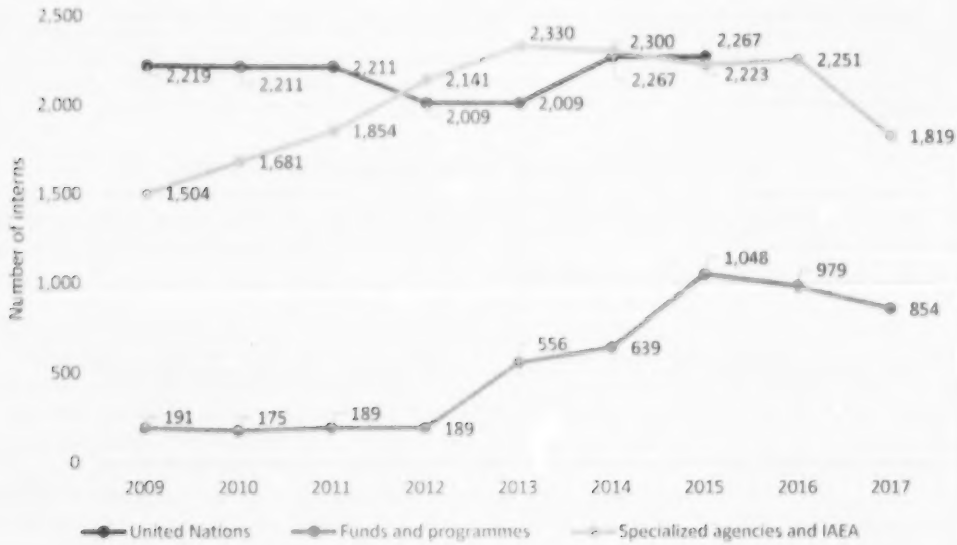
of their internship. Most supervisors consider that not having interns on board would have a detrimental effect.

49. There is a variety of business models among the funds and programmes, with regard to not only compensation schemes but also eligibility criteria and requirement of a mandatory break prior to recruitment after completion of the internship. Some flexibility seems to be applied even in cases falling under the United Nations administrative instruction on internships, which requires a mandatory break of six months for any position in the Professional category and above. This rule does not apply to other categories, such as consultancies. In the case of UNOPS, interns receive compensation and UNOPS tends to retain the most outstanding ones as consultants in the programme after completion of their internship.

50. The issue of the mandatory break and its consequences for interns was raised in many interviews with the majority of organizations. Recommendation 7 of JIU/Note/2009/2 requested executive heads to eliminate such a mandatory break. **The Inspector believes this recommendation should be implemented by all organizations.**

51. The number of interns in funds and programmes has increased more rapidly than in the other organizations, as shown in figure VIII below. Funds and programmes are encouraged to strengthen their monitoring and accountability mechanisms to better report on their internship programmes. For the period 2009-2017 (as of July 2017), the number of interns reported in funds and programmes increased from 191 to 854.

Figure VIII: Evolution of the number of interns engaged per year in the United Nations system (2009-2017)

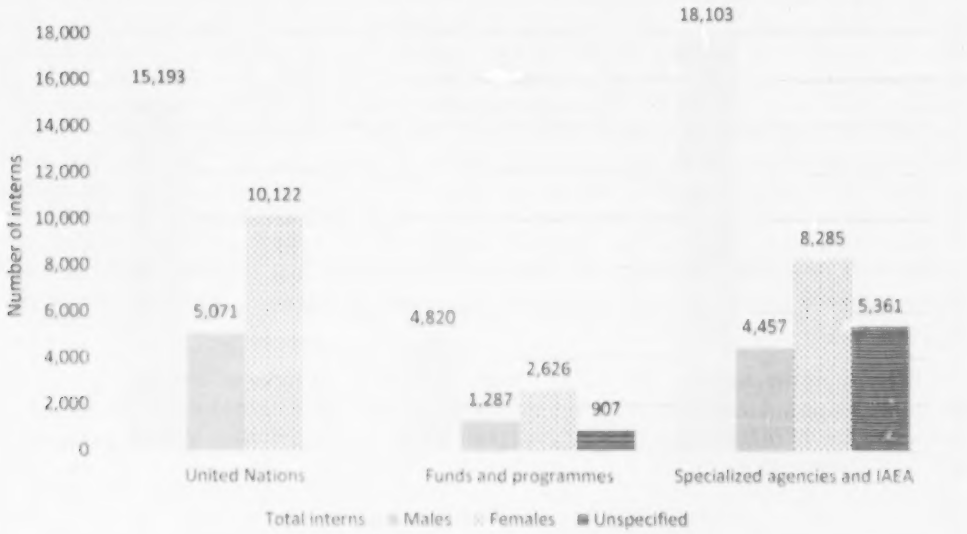


Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations (2009-July 2017).
Note: United Nations data are not available for 2016-2017.

C. Internships at United Nations specialized agencies and the International Atomic Energy Agency

52. All specialized agencies and IAEA provided accurate reporting for the entire period (with a few exceptions for 2009 and 2010). For that reason, the consolidated information for this category[16] provides a better estimate of the total number of interns: 18,103 for the period 2009-2017, or about the same number of interns as hosted by the United Nations alone (see figure IX).[17]

Figure IX: Distribution of interns in the United Nations system (2009-2017)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations (2009-July 2017).

53. Among the specialized agencies and IAEA, the following organizations compensate their interns: FAO, IAEA, ILO, UNWTO, UPU and WIPO.[18] At UNESCO and WHO, no stipend is provided; however, they provide group insurance coverage for interns during their presence in the organizations' compounds. In the view of WHO, internships could be promoted at the country level to provide opportunities for local candidates to become familiar with the work of the organizations while bringing their own knowledge of the local environment. Such a view was also shared with the JIU team while it was in Bangkok, indicating that knowledge of the local language was an asset that could be used to build bridges between the international staff and the local community. Local interns were instrumental in strengthening communication with the local environment.

54. The internship programme at ILO has been consistently referred to by representatives of interns as the one that should be taken as an example of best practices for a system-wide internship programme. The ILO programme has many of the elements that have been found to be associated with post-

[16] FAO, IAEA, ICAO, ILO, IMO, ITU, UNESCO, UNIDO, UNWTO, UPU, WHO, WIPO and WMO.
[17] Data for the United Nations do not include the biennium 2016-2017. Based on average reporting from the previous biennium, it is reasonable to estimate that a minimum of 4,000 interns would be added to the figures for the United Nations.
[18] The conditions differ among the organizations. Details are provided in annex IV.

programme labour market success.[19] The characteristics and good practices of this internship programme are an inspiration for the benchmarking framework presented below (see chap. IV) which was developed by the JIU as part of the key findings and recommendations of the present report.

55. According to ILO, the stipend provided to interns in that organization is a contribution to support the cost of living during the internship period. The organization considers that, given its mandate, working without a compensation scheme would not be aligned with organizational policy.[20] It also considers that the internship programme is vital to the organization, a view also expressed by other organizations during interviews.

56. The internship programme at WIPO is yet another business model for internships. It supports the mission of WIPO to promote innovation and creativity for the economic, social and cultural development of all countries through a balanced and effective international intellectual property system, enabling interns to learn about the core values and initiatives of WIPO. The programme consists of two categories, based on the level of study of the interns. Category I is accessible to individuals who have completed a first-level degree and individuals enrolled in postgraduate-level studies who have not completed their coursework and the final thesis. Category II is for individuals enrolled in postgraduate-level studies who have completed their coursework but not the final thesis and individuals who have completed their postgraduate studies. The programme is centrally managed by the Human Resources Management Department. WIPO issues annually a call for applications from candidates interested in an internship and maintains a roster of pre-selected candidates based on the qualifications required by the hiring department. It does not accept any sponsoring.

57. In preparing the present review, the team noted that specialized agencies seem to have established better monitoring systems to report on their internship programmes. Their experience could contribute to the definition of common standards for good practices in the management of internship programmes across the United Nations system.

D. Internships in other international organizations[21]

58. As part of the fact-finding missions, the JIU team visited international organizations that are not JIU participating organizations, including some that are part of the United Nations system, such as IFAD (Rome), IOM (Geneva) and PAHO (Washington, D.C.). The team also visited OECD in Paris and IADB, IMF, OAS and the World Bank in Washington, D.C., to benefit from their expertise and learn about their practices.[22]

59. Among them, only OAS and PAHO do not provide stipends to their interns. When meeting with the head of administration of PAHO, the team learned that the organization had estimated the cost of such a measure, and considered it to be sustainable enough to take such a possibility into consideration. The Organization favours the approach of a reduced daily subsistence allowance (DSA) to support the living expenses of interns rather than lunch vouchers or other benefits that would be far more difficult to administer.

60. At OAS, the team was informed that the Organization could not afford to compensate interns owing to multiple constraints. However, the role of the interns in this organization is an inherent part of its human resources strategy, and the representatives of the administration and supervisors indicated that a rough estimate of the retention rate of interns as future employees was around 20 per cent. The selection process is highly competitive, entailing a huge workload for the administration, but it is seen as an

[19] ILO presentation by Niall O'Higgins and Luis Pinedo of the ILO Youth Employment Programme for the event hosted by ILO on International Interns Day in Geneva on 3 November 2017.
[20] Based on questionnaire responses.
[21] The present section provides an overview of experiences as reported by non-JIU participating organizations that were interviewed during the preparation of the review for the purpose of comparison and learning from others' good practices.
[22] See annex I.B.

investment to detect young talent and to give talented individuals the opportunity to become familiar with the work of OAS and, later on, gain the skills necessary to successfully become a staff member of the organization. This is an example of facilitating the transition from school to work and benefiting both groups of stakeholders.

61. IOM has developed a strong internship programme, with a limited number of interns per year. In 2017, it placed 568 interns in IOM offices worldwide, 104 of them at headquarters. IOM does not support unpaid internships. A stipend is calculated based on the DSA of the duty station, the educational level of the candidate and the residential address provided by the applicant during the application for an internship. Other interns placed are sponsored by a governmental/non-governmental institution and/or an academic institution to work in a specific area relevant to both IOM and the sponsor institution.

62. IFAD is part of the United Nations system. As such, it follows the regulations on salary scales. With regard to other aspects, there is a high degree of flexibility; IFAD is among those organizations which provide stipends to interns. Furthermore, it has established two categories: the regular internship programme and the enhanced internship programme. The latter is designed "to enhance geographic distribution of staff at IFAD"[23] and includes an additional allowance for travel (round-trip ticket) and housing. In July 2017, the monthly stipend in Rome was about €1,000.

63. During the interviews, the team met interns who expressed their satisfaction with the opportunity provided, noting that, without a stipend and the travel allowance, they would never have been in a position to benefit from such an experience. The quality of the substantive duties and the learning during the internship was praised by interns. Their only concern was the mandatory break at the end of the internship before they could be considered for further work opportunities.

64. The team met with representatives of IADB, the World Bank and IMF in Washington and learned about good practices for the management of these programmes. The level of satisfaction of interns in these institutions proved to be among the most positive feedback received. Interns all praised the excellent administrative support for their applications, the assistance received with regard to all aspects of facilitating their incorporation into the organizations and the very relevant content of their period as interns. The tasks and objectives assigned to them were clearly established and directly related to their area of educational background and expertise. They felt part of the teams, with recognition of their contributions, and could focus on their duties without having to engage in side activities to cover their living expenses related to their internship. Furthermore, these organizations link the internship programme to their talent management strategies in human resources. Their respective policies are aimed retaining interns after completion of internships, with a usual retention rate of around 20 per cent.

65. The institutions interviewed in Washington, D.C., all indicated that they used their internship programmes as an integral part of their human resources strategy to find and recruit the most outstanding candidates. IMF and the World Bank offer the possibility of enrolling in their fellowship programmes after completing the internship, with a view to preparing the most promising candidates to join the organization later on as staff members. Such a strategy allows them to create a rolling roster of suitable junior candidates who are familiar with the work of the organization.

66. At OECD in Paris, the internship office team noted the substantive quality of the Organization's internship programme, with high attention given to matching the skills of interns with the specific needs of the hosting departments. Interns are highly qualified and clearly motivated by their experience at the Organization. However, some of them noted that the monthly stipend of €702 was less than ideal. They appreciated that it was a positive step to facilitate coverage of their living expenses, but recognized that it would be difficult for candidates outside Paris or without supplementary funding to avail themselves of such an internship opportunity. A distinct feature of the OECD internship programme is its partnership with high-level universities, some of which provide direct financial support to their students selected for the programme, on top of the OECD monthly stipend.

[23] See www.ifad.org/web/guest/internship-programme.

67. **To summarize, good practices identified in other international organizations, both with paid internships (e.g. IADB, IFAD, IMF, IOM, OECD and the World Bank Group) and unpaid internships (OAS and PAHO), reveal that internship programmes are an integral part of their human resources strategies. These programmes contribute to the identification of a well-skilled talented junior work force whose members are familiar with the work of the organizations and are better prepared to be successful future candidates when applying for open positions after completion of their internships. Some of these organizations have a retention rate on average of 20 per cent of their intern cohort, who are able to fully function as junior staff once engaged by the organizations.**

E. Compensation schemes in the participating organizations of the Joint Inspection Unit and in other international organizations

68. Among JIU participating organizations, there are four funds and programmes, along with five specialized agencies and IAEA, whose internship programmes provide for a stipend. The different compensation schemes are outlined in table 4 below:

Table 4: Intern compensation schemes in JIU participating organizations

Organization	Monthly stipend
Funds and programmes	
UNFPA	As of March 2018, no stipend offered Under the forthcoming new internship policy, which is still to be approved, a stipend of 5 per cent of the DSA of the duty station (not to exceed $500 per month) would be offered.
UNHCR[a]	Interns' allowances are equivalent to 10 per cent of DSA of the duty station and based on 30 calendar days. Allowances are normally payable in local currency and must not exceed the equivalent of $1,000 per month.
UNICEF	$1,500 or **65 per cent of the local G-1 net monthly salary at headquarters, whichever is lower; in other offices, up to 65 per cent of the local G-1 net monthly salary** **For part-time internships, stipends are prorated. When travel is required, up to $1,000 may be paid.**
UNOPS	**10 per cent of DSA at the reduced (after-60-day) rate, multiplied by 30** (when travel is required, a fixed amount of $500)
WFP	**14 per cent of DSA multiplied by the number of days worked** Must not exceed $1,000 per month For part-time internships, the monthly stipend is prorated accordingly.
Specialized agencies and IAEA	
FAO	Not to exceed $700 or **10 per cent of DSA at the after-60-day rate** (established for each duty station)
IAEA	€500 for interns without financial support from an institution, university or other source; an additional €500 is offered to interns who pay for their own accommodations to a non-family third party
ILO	CHF 2,200 + CHF 45 as a monthly contribution from the Office towards the cost of medical insurance of interns
UNWTO	€400
UPU	**CHF 1,000 to 2,000** • CHF 1,000 per month if the trainee has a principal residence in the canton of Bern (Switzerland) • CHF 1,500 per month if the trainee has a principal residence in another Swiss canton • CHF 2,000 per month if the trainee has a principal residence abroad
WIPO	CHF 500 or CHF 2,000 depending on level of educational qualification

Source: Responses to questionnaires and interviews.

[a] Promulgated in February 2018, applicable as of June 2018.

69. At ILO, the stipend is calculated taking into account the minimum cost of living at the location of the internship so that interns' living expenses are covered during the internship. At other organizations, the stipend is below the poverty line at the duty station and only alleviates the burden without ensuring full coverage of expenses for the intern during the internship.

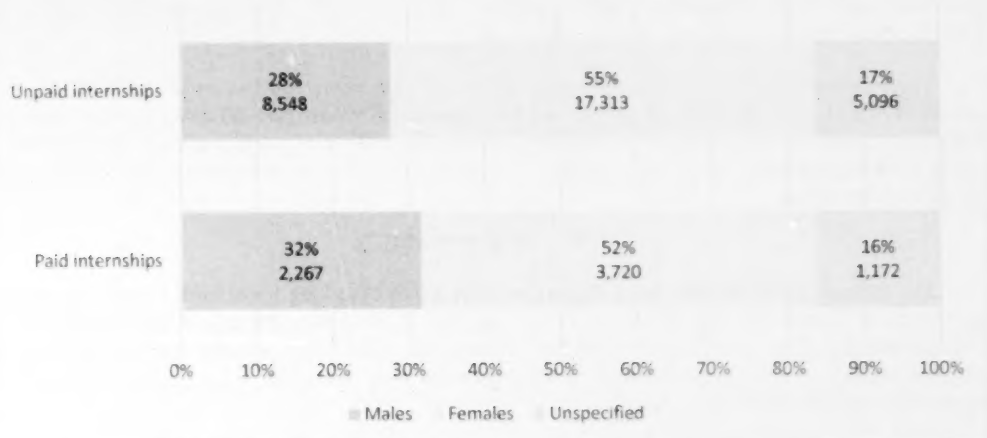
70. Intern representatives are of the view that stipends should be sufficient to cover basic living expenses in order to foster inclusiveness and avoid the strong risk of a regressive effect.

71. The current practices indicate that funds and programmes that compensate their interns tend to adopt formulas based on a proportion of DSA, while specialized agencies have mostly adopted a lump-sum approach, except for FAO. The formula based on DSA rates seems to be most suitable for those organizations which are largely involved in field operations, so that the compensation scheme adapts to the local conditions where the internship takes place.

72. Out of a total of 38,116 interns reported in the United Nations system for the period of 2009-2017, 19 per cent were in paid programmes and 81 per cent in unpaid ones (see figure VI above). Of the 19 per cent of interns who received a stipend, 33 per cent were male, 54 per cent female and 13 per cent unspecified.[24]

73. Of the 81 per cent of interns of the United Nations system who were engaged by organizations offering unpaid internship programmes, 28 per cent were male, 55 per cent female and 17 per cent unspecified (see figure X).

Figure X: Gender distribution of the intern population in the United Nations system (2009-2017)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations (2009-July 2017).

74. Table 5 below presents existing compensation schemes in place in other international organizations:

[24] The team had to introduce the category "unspecified" owing to the lack of gender-disaggregated data reported by a number of organizations. When only the total number of interns was reported without gender disaggregation, the figures are reported as unspecified.

Table 5: Intern compensation schemes in other international organizations (non-JIU participating organizations)

Organization	Stipend
IADB	Junior programme (bachelor's degree completed): $2,745 per month Regular programme (master's): $3,200 per month A special programme is available for diversity candidates
IFAD	Regular internships: 7 per cent of the DSA at the duty station of assignment Enhanced internship programme: 14 per cent of the January DSA rate at the duty station of assignment As of July 2017, the resulting monthly stipend for Rome was between $1,000 and $1,200.
IMF	$3,000 per month
IOM	Stipend disbursed ranges from CHF 689 to CHF 1,953 at IOM headquarters in Geneva (based on 2018 figures). The rate of the stipend depends on the percentage of the DSA of a specific duty station, the educational level of the candidate and the place of residence.
OECD	€702 per month
World Bank	$20-29 (net per hour) or $26-37 (gross per hour)

Source: Information provided by the organizations.

75. During the preparation of the present review, the JIU team met with representatives of the Fair Internship Initiative, a youth-led advocacy group present in Geneva, Vienna and New York that promotes initiatives aimed at the establishment of fair, quality and accessible internships for people of all backgrounds. It calls for the United Nations organizations to be consistent with their own principles and values and with the development objectives enshrined in the 2030 Agenda for Sustainable Development, in support of youth and inclusiveness.

76. The recent annual report for 2017 published by the Fair Internship Initiative[25] recommends the adoption of a stipend based on 20 per cent of the reduced DSA rate (post-60 days) or, alternatively, based on the poverty line at the duty station of the internship. In its view, such an allowance would offer equal opportunities to all candidates, regardless of their country of origin or socioeconomic background, to access internships.

F. Final remarks

77. The following chapter introduces the rationale for a benchmarking framework for good practices in internship programmes and elaborates on the proposal in the form of guidelines for the design and implementation of more effective internship programmes. The benchmarking framework is being proposed with a view to its endorsement by the organizations of the system to strengthen effectiveness in the management of the programmes.

[25] Available from https://fairinternshipinitiative.org/2018/02/18/presentation-of-the-1st-independent-report-on-un-internships.

IV. INTERNSHIP AT THE CROSS-ROAD OF UNITED NATIONS MANDATES
Proposal for a benchmarking framework for inclusive internships

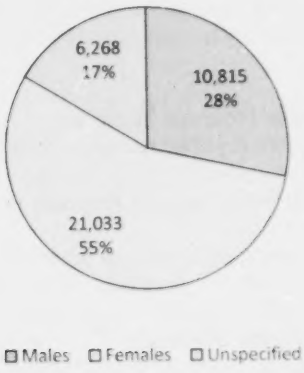
A. Inclusive internship programmes in support of youth

78. The present review considers the subject of internships within the broader context of United Nations mandates in relation to youth empowerment and a sustainable development agenda which is inclusive and leaves no one behind. The work of ILO indicates that internship programmes are increasingly used as a means to support the transition from school to the labour market.[26]

79. The United Nations system should provide a coherent response in identifying good practices aligned to core United Nations values and overarching mandates. Such practices can contribute to fostering opportunities for youth, in particular those with more vulnerable socioeconomic backgrounds, including by paying specific attention to the needs of young women, who constitute the vast majority of interns.

80. Figure XI and table 6 below indicate the number of interns reported in the United Nations system for the present review and the gender distribution for the total period:

Figure XI: Gender distribution of interns in the United Nations system (2009-2017)



Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations (2009-July 2017).

Table 6: Gender distribution of interns engaged by JIU participating organizations (2009-2017)

Type	Male		Female		Unspecified		TOTAL
	Number	Percentage	Number	Percentage	Number	Percentage	
United Nations	5,071	33	10,122	67	-	-	**15,193**
Funds and programmes	1,287	27	2,626	54	907	19	**4,820**
Specialized agencies and IAEA	4,457	25	8,285	46	5,361	29	**18,103**
United Nations system	**10,815**	**28**	**21,033**	**55**	**6,268**	**16**	**38,116**

[26] ILO, *World Employment and Social Outlook 2016: Trends for Youth*.

Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations (2009-July 2017).

81. Between 2009 and 2015, the reported number of interns in the United Nations system increased by 41 per cent. Given the sustained and increasing use of internships in the United Nations organizations, there is an excellent opportunity to transform the internship programmes into a leveraging tool to promote young talented candidates, with particular attention to women, in the labour market. Inclusive strategies to support opportunities for youth are at the core of United Nations values on dignity, human rights, decent work and sustainable development.

82. The costly and uncoordinated approach to internship programmes consumes administrative resources. A set of common guidelines across the system would enhance effectiveness and coordination and would lower the administrative burden.

83. In view of the relevance of the subject matter, and given the reputational risk to the United Nations system of the conditions of service for interns, particularly regarding stipends, and the increased concerns reported in the media, the Inspector is of the view that the CEB Human Resources Network should include the issue of internships in its agenda, establishing a working group on this specific item. The benchmarking framework for good practices in internship programmes prepared for the present review could pave the way for streamlining common standards for good practices in internships among JIU participating organizations.

84. The benchmarking framework is presented in the following chapter for consideration by JIU participating organizations to strengthen the effectiveness of their internship programmes.

B. Benchmarking framework for good practices in internship programmes

85. The proposed benchmarks are intended to serve as guidelines for each organization to assess its current internship programme and to identify measures for improving good practices, ensuring that internship programmes are aligned to the core values of the United Nations while serving as a win-win strategy for both the organizations and the interns.

86. There is always room for improvement, and to this extent the team has developed the benchmarking framework as an aspirational set of benchmarks for the management of internship programmes. The framework comprises four parts: (a) the application process; (b) the internship period; (c) completion of the internship; and (d) alignment of internship programmes with the values of United Nations.

Benchmarking framework, part I

Application and selection process

87. The review revealed that most organizations had greatly improved the advertising of their internships on websites compared with the situation reported in 2009. However, there was still a disparity in the quality of application procedures, specifically regarding lack of transparency, uncertain and lengthy processes, lack of feedback and limited provision of information to interns prior to their joining the organization.

88. The prevalent perception gleaned from interviews with interns was that, in most of the United Nations system organizations, in particular those with unpaid internships, the process was not transparent enough and created great uncertainty around the final outcome of the application. The case of the United Nations and applications through the Inspira platform was often mentioned as one that

did not provide any clarity about whether an application was likely to be successful. The automatic messages from the platform do not inform prospective interns about the likelihood of being selected, nor do they provide information about the timespan of the overall process.

89. Interns indicated that, when they finally heard back from the organizations, they were requested to join on very short notice, disrupting their plans and creating additional costs. In some cases, after months of silence, some candidates were contacted, interviewed, selected and requested to join the organization in a week.

Benchmark 1

Organizations should ensure that applicants are informed about the status of their applications in real time.

90. The current criteria and process for selection are not harmonized across the system. Some organizations undertake competitive processes similar to the phases of recruitment for a staff member, including written tests and interviews, while in others a phone interview based on a pre-selected resumé or curriculum vitae (CV) can suffice for the selection of a candidate. There are no clear instructions for supervisors about how to proceed in selecting interns and there is no procedure for verifying that the process is based on competitive criteria. The JIU team was informed that there was a perception among interns that networking and personal contacts were the entry point for a successful application, and that the administrative process was following a previously reached informal agreement between the candidate and the future hosting department. The Inspector believes that, in order to create a reliable and equitable internship programme across the system, the selection criteria and the phases of recruitment should be clearly established and be consistent across the different organizations.

Benchmark 2

The internship programme framework should define competitive selection criteria, in full transparency, with an indicative set of qualifications common to all system organizations and a well-defined process for the engagement of interns. The selection process should include an interview and, when relevant, a written test. Interns should be informed as soon as possible and no later than a month after the completion of the interview about the final decision and be given reasonable time to start their internship on the expected date of entry on duty.

91. The team was informed about inherent difficulties in joining the organizations, particularly when the intern did not reside at the duty station, regarding complex administrative procedures for travel, visas and resident permits. The majority of the organizations issue a letter of acceptance to support the visa request of the intern. Organizations could improve, to the extent possible, the administrative procedures related to travel and entry into the country of the duty station so as to lower the burden on interns.

Benchmark 3

Hosting organizations should provide support to interns during the administrative process related to travel to the duty station and visa request procedures.

Benchmarking framework, part II

Onboarding and internship period

92. While much progress has been made since 2009, the Inspector is of the view that those organizations which have not yet consolidated onboarding guidelines and ensured that adequate infrastructure is in place to receive interns on their first day should make efforts to do so, including with regard to the following aspects: ,

- Providing induction regarding day-to-day life on the premises and basic information on how to get around
- Providing interns with an organigram of the organization and indicating where their hosting department is located and how it fits into the organization
- Introducing interns to the main supervisor that will serve as a focal point for the time of the internship
- Ensuring that a work programme with a clear role defined for the intern is provided within the first week of the internship
- Informing interns about learning and training facilities at their disposal
- Reviewing key policies and procedures that are most relevant to interns and their work.

Given that interns arrive throughout the year at different times, it would be useful to have an onboarding and induction process available online which contains the necessary information described above. This would ensure the consistency, as well as accessibility, of the information provided.

Benchmark 4

Organizations should provide the intern with an induction package upon arrival, ensuring that the intern meets the assigned supervisor and is provided information on relevant policies and procedures and that terms of reference and a related work programme are shared and completed during the first week of the internship. A specific part of the terms of reference and work programme should include the learning component of the internship and specific, measurable, attainable, relevant and time-bound indicators for the final evaluation.

93. During the period of internship, regular supervision and/or mentoring should take place, ensuring regular meetings with the supervisor and the full integration of interns within their hosting teams. A midterm performance evaluation should take place as an opportunity to check results against the initial terms of reference and work programme and make necessary adjustments when required. Organizations should prepare a generic manual on guidelines for supervisors on what their role entails so that there is a clear understanding of the dedication required in supervising an intern.

Benchmark 5

Organizations should prepare generic guidelines for supervisors and mentors as well as midterm and end-of-cycle forms for the evaluation of interns' performance.

94. Organizations should establish transparent mechanisms by which interns can report on incidents that might take place during the period of an internship. During its review, the team met with ombudspersons who recognized the lack of basic information and mechanisms to assist interns in the event of difficulties (e.g. harassment) during the internship. Access to justice in the organizations of the United Nations system is granted only to staff members; therefore, the mechanisms in place are not fully available to interns and/or interns may not know how to access them. Noting the potential vulnerability of interns to abuse in the light of their position, the Inspector is of the view that ad hoc mechanisms should be put in place within organizations so that interns have an independent support mechanism in the event of conflict situations, as is the case in some international organizations. In addition, every organization could consider having an induction checklist for interns, which would require them to meet with key stakeholders in the organization (human resources, gender focal point, ombudsman, staff counsellor) so that they are aware of who to go to with any concerns.

Benchmark 6

Organizations should ensure that interns have access to support mechanisms to assist them in the event of abuse or conflict situations during their internships.

95. Conditions of service and entitlements are not harmonized across the system. Interns have often reported that the administrative frameworks for internships, such as the one for the United Nations, refer only to their duties but say nothing about their rights. Entitlements to sick and annual leave are not clearly defined and in many cases such leave is granted on an ad hoc basis in direct negotiation with supervisors. Interns complained about the uncertainty such a situation implies for organizing their time during an internship.

Benchmark 7

Annual leave and sick leave entitlements for interns should be explicitly mentioned in the internship agreements.

96. Working conditions, regarding desks, office space, email and access to premises, vary across the organizations. Among reported practices that affect the dignity of interns, the following were reported:

(a) **Office space/hot-desking**: The team was informed that some interns have to work from the library or documentation centre of their organizations, through email communication with their supervisors, for the entire period of the internship. In the view of the Inspector, such a lack of exposure to the day-to-day in-house work dynamic reduces the benefit of the internship as a learning experience for the intern and reduces the effectiveness of the work done. In recommendation 4 of JIU/NOTE/2009/2, JIU had already requested that all necessary infrastructure to host an intern should be in place from the first arrival day;

(b) **Corporate infrastructure**: In different duty stations, interns were reported to be working on their own computers because the organizations would not provide one. In other cases, it was reported that interns were assigned obsolete computers that had been discarded and no longer used by staff and that the poor performance of such tools was disrupting the tasks of the interns, for example by increasing processing time and through frequent computer crashes;

(c) **Email identity**: A number of organizations provide corporate email addresses not related to the name of the intern, converting the addresses into numbered items (e.g. INTERN_ORG_#1). This creates a psychological barrier and places interns at a disadvantage compared with other members of the team with whom they work. The Inspector believes that, whenever possible, interns should be given a corporate address that does not depersonalize them as a matter of basic human rights and respect for their professionalism;

(d) **Access to premises during the internship**: In a number of organizations, interns are requested to enter as a daily visitor. This is particularly cumbersome when it coincides with big events and long lines of external visitors. Noting that interns are entering the premises on a regular basis during the internship, the Inspector believes that they should have normal access equivalent to that granted to staff for the entire duration of their internship;

(e) **Safety and security**: The team was informed that interns were included in the records of the Department of Safety and Security in case of an emergency evacuation. However, the team noted that not all interns were aware of such a procedure.

Benchmark 8

Organizations should ensure the availability of hosting conditions for every single intern to whom they might make an offer, for the entire period of their internship. Interns' access to the premises should not be the same as that for visitors but rather should be identical to that for those personnel who contribute on a daily basis to the work of the organization. Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address. Interns should be systematically registered, upon arrival, in the records of the organization so as to be included in the event of an emergency evacuation.

97. The current status of interns in the majority of organizations does not allow them to travel during their internship. Travel should be allowed when the supervisor considers that the contribution of an intern to an activity would bring added value. It should be duly justified and authorized by the supervisor and the administration of the organization and, when approved, take place under similar conditions and with the same entitlements as for travel of staff and/or consultants, with the travel costs and the related DSA entitlement covered and insurance during the travel provided.

Benchmark 9

Organizations should include in their internship administrative framework the possibility for interns to travel as part of their duties during the internship, in cases that would be proposed by their supervisors. Travel costs, daily subsistence allowance and insurance coverage for the period of the travel should be granted to the intern, whenever possible

98. Noting that internships are defined as a transition from school to work, with learning being an inherent part, the team considers that training opportunities should also be part of the internship agreement with the organizations. The review indicated that the learning component of an internship is, in most cases, mainly based on "shadowing". The Inspector is of the view that the learning component of an internship, apart from working in a team of staff members in the United Nations, should be explicitly defined and training opportunities granted to interns. Access to language courses, to support the multilingualism dimension of the work of the United Nations, should also be encouraged for internships that cover at least one term of language courses (three months or more).

Benchmark 10

Organizations should identify training opportunities that could contribute to the learning experience of interns during their period of duties at the organization, in coordination with its learning and development departments, and, to the extent possible, ensure that at least one training course is offered for internships of a minimum three-month duration.

Benchmarking framework, part III

Completion of the internship and career development

99. In completing an internship within an organization of the United Nations system, interns should be evaluated using a clearly established performance system that measures results against the original workplan and terms of reference agreed at the beginning of the internship. The intern should receive an attestation letter for future reference as support in the transition towards full integration in the labour market. The organizations of the United Nations system could also consider delivering a certificate of internship on behalf of the United Nations, after successful completion of the internship.

Benchmark 11

At the end of the internship, a performance evaluation of the intern should be undertaken by the supervisor. An attestation letter and/or a certificate should be issued.

100. At the end of their internship, interns should be given the possibility of filling out an evaluation form to provide feedback on the quality of their internship and to offer suggestions to be taken into account by the organizations.

Benchmark 12

Interns should be requested to fill out, on a voluntary basis, an evaluation form about their internship experience. Organizations of the system should prepare a common form for evaluating their internship programmes with a view to supporting continued enhancement and effectiveness of the programmes.

101. During the review, both supervisors and interns noted that the tasks performed by interns on many occasions were similar to those undertaken by junior staff or consultants on their teams. Considering an internship as an experience with a component of learning and a component of work to become familiar with the day-to-day environment of the United Nations system organizations, the Inspector believes that professional recognition of their internship period should be granted to interns upon completion of the internships. Currently, there is no agreed policy across human resources departments on how to account for an internship period when assessing the working experience of a candidate for a post. In some organizations, the internship period is not considered as working experience, in others it is accounted for as 50 per cent and in still others situations are considered on a case-by-case basis.

102. The guidelines of the United Nations Office of Human Resources Management for determination of level and step on recruitment to the Professional category and above[27] indicate that "Work experience can be acquired on a full-time or part-time basis. Work experience acquired on a part-time basis should be credited proportionately to the time worked. This applies to self-employment, including consultancies, internships and volunteer work." The team noted that there was no consistency across the system on the conversion of time of internship into professional experience.

Benchmark 13

Internship periods in United Nations system organizations should be considered as working experience in the curriculum vitae of former interns in the United Nations system, in particular when applying for open positions or other contractual arrangements in the organization where the candidate has been interning.

103. Organizations of the system should manage the internship programmes in the context of their strategies for human resources and rejuvenation of the Secretariat, their goals on gender parity, inclusiveness and diversity. In reforming the internship programmes through a coherent selection system, the final performance evaluation of interns would enable organizations to identify the most talented candidates for future consideration as applicants for open vacancies.

Benchmarking framework part IV

Conditions of internship programmes aligned to United Nations mandates

104. Internship programmes are an opportunity for the United Nations to transform members of the younger generation into their best allies as champions of sustainable development and ambassadors to communicate about the work of the organizations. As such, these programmes should also be aligned to the inclusive mandates in support of youth and the 2030 Agenda for Sustainable Development to be implemented without leaving anyone behind. A reform of internship programmes within the ongoing reform on human resources undertaken by the Secretary-General could become a win-win strategy for the Organization by transforming the internship programme into a youth empowerment tool to better support the transition from school to work.

Benchmark 14

Internship programmes in the United Nations system should be accessible to all candidates that meet the eligibility criteria, giving equal opportunities to all.

105. Given the current budgetary shortfalls experienced in most organizations of the system, the team believes that organizations should organize their resources in a way that would allow for compensation schemes to be adopted without requiring any increase in assessed contributions and the regular budget. During the preparation of the review, based on existing practices in organizations that are providing

[27] See https://hr.un.org/files/handbook/guidelines-determination-level-and-step-recruitment-professional-category-and-0.

stipends, the following practices or proposals were identified as means and ways to leverage resources for internship programmes:

(a) Resources for non-staff: Hosting departments could use resources from their budget lines for non-staff (e.g. consultants). It would be their decision how to apportion these resources among the different categories, one of which could be used for interns;

(b) Project resources: Project resources could include funding for interns that will be contributing to the delivery of a project;

(c) Ad hoc trust funds: Organizations could set up a voluntary trust fund to which Member States could contribute to sponsor internships. The contribution should be with no strings attached regarding which candidates are to be selected so that fairness and equal access is guaranteed;

(d) Partnerships: This is a means of implementation described in Sustainable Development Goal 17 that is increasingly used in the United Nations system.[28] While such a supportive measure could be envisaged, it should not be attached to giving priority to candidates from specific institutions or countries. If such a condition is respected, partnerships could also contribute as generic sponsors of internship programmes;[29]

(e) Triangular collaboration involving Member States and organizations: Developed countries could partner with developing countries to sponsor internships in the organizations of the United Nations system by funding suitable candidates enrolled in the final year of study at or recently graduated from their national universities.

Benchmark 15

Organizations should establish suitable mechanisms to facilitate the availability of resources to cover the living expenditures of interns, such as project resources, ad hoc trust funds and partnerships, with no strings attached. Budget lines and annual reporting of expenditures should be established to monitor the costs related to internships, bearing in mind that each hosting department should provide for the cost of its interns.

106. **In order to give equal opportunities to all candidates to join organizations for an internship, an additional provision could be made to cover travel allocations for candidates who cannot afford a round-trip ticket to join the duty station, based on eligibility criteria to be defined by the organizations.[30]**

107. The team wishes to reiterate recommendation 7 of JIU/NOTE/2009/2 requesting organizations to eliminate the mandatory break that is in place in some organizations. In many organizations of the United Nations system,[31] interns are not allowed to apply to any vacancy during the period of internship. Supervisors and interns reported that, owing to the mandatory break, organizations had lost the opportunity to engage excellent candidates that would have been of great value. However, the team also notes that former interns should be subject to the same competitive process as any other external candidate.

108. In the view of interns' representatives, the mandatory break often leads to former interns being offered precarious contractual modalities, with an excessive use of consultancies. It also represents a lost opportunity for organizations, which cannot offer professional opportunities to individuals in

[28] See JIU review entitled "The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development" (JIU/REP/2017/8).

[29] As an example that could be extended to internship programmes, the UNV programme is seeking to increasingly engage with partners such as bilateral donors and universities for the non-conditional funding of UNV positions, specifically youth positions.

[30] The WMO informed the JIU team that the it was currently considering travel support for candidates from non-developed countries.

[31] See annex I.A.

whom they have invested time and effort and trained to become familiar with the organization's work and cultural environment.

Benchmark 16

Organizations of the system should eliminate the mandatory break in service for interns and allow them to apply at any time to open positions for which they may qualify.

109. The team believes that the progressive adoption of these benchmarks would make the internship programmes more inclusive and reduce competition among organizations.

V. CONCLUSION AND RECOMMENDATIONS

110. The present review analyses the current diversity of existing programmes in the United Nations system, with their many different modalities and degrees of stakeholder satisfaction. Harmonization of good practices across the system should contribute to the definition of a common strategy for the entire system. Such a convergence of modalities should not be a race to the bottom that involves adopting the lowest possible standards. On the contrary, a system-wide reform of internships should be aligned to good practices as identified in different organizations of the United Nations system and in other comparators. Coherence across the system should not jeopardize good progress in some organizations, and could address issues of high reputational risk for the United Nations system related to the existing practice of unpaid internships.

111. The trend of increasing use of internships by organizations should go hand in hand with greater attention being paid to that subject and efforts to define the key elements of competitive internship programmes. In view of a possible reform of the current model of unpaid internships in some organizations of the United Nations system, due consideration should be given to the definition of interns in the categories of personnel. The United Nations should envisage establishing a category for interns separate from the current appellation of "type I gratis personnel", thus facilitating the consideration of the introduction of compensation schemes. [32]

112. In 2014, JIU prepared a review of the use of non-staff personnel and related contractual modalities.[33] The recommendations that were addressed to executive heads and governing bodies to strengthen accountability on the use of non-staff should be extended to the category of interns. The Inspector noted during the preparation of the present review that there was weak accountability and a lack of reliable tracking of the use of interns. The team had to reduce the overly ambitious data collection initially envisaged for the project owing to poor availability of data in a significant number of organizations. As an example, very few organizations could have tracked the equivalent work force provided through internships since the number of interns was not recorded together with the length of the internships and/or number of working hours. The Inspector believes that the monitoring and tracking of data should be improved, as already requested in recommendation 9 of the previous JIU note on internships (JIU/NOTE/2009/2) and in line with recommendation 4 made in the above-mentioned report on the use of non-staff personnel.

113. The present review has revealed a cost for the organizations[34] in the form of managing internship programmes with a low rate of acceptance.[35] A reform directed at defining a coherent internship programme for the entire system, aligned with regard to conditions of service, eligibility criteria and compensation schemes, would reduce competition among the organizations of the United Nations system and most likely avoid duplicate applications from interns to different organizations. It would also pave the way for transforming the internship programme into a strategic tool to foster the transition from school to work for the most talented applicants.

114. The findings of the ILO Youth Empowerment Programme indicate that paid internships are more effective as a bridge for transitioning between school and work. The team could appreciate, in the Bretton Wood institutions in Washington D.C., the effectiveness of managing internship programmes as a mutually beneficial experience; interns were exposed to a high-quality working environment with no need to worry about their living expenses. Furthermore, those institutions were building rosters of outstanding candidates, based on their performance during the internship period, paving the way for a rolling pool of highly skilled young talent.

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[32] See A/51/688 and A/51/688/Corr.1, paras. 22-23.
[33] JIU/REP/2014/8.
[34] Only a few organizations shared information with JIU on fixed costs involved in managing their internship programmes, which was insufficient to provide a consolidated picture for the system.
[35] See figure V on applications received and interns engaged.

115. The implementation of the following recommendations would contribute to a reform that would respond to the current need of the United Nations system organizations[36] and align the internship programmes with the core values and mandates of the Organizations. According to the Office of Human Resources Management of the United Nations Secretariat, while the implementation of some of the recommendations contained in the present report would have cost implications, these potential costs would need to be seen in balance with the reputation of the Organization.

116. This would enhance effectiveness and efficiency in the management and use of internship programmes and contribute to enhanced coordination and coherence, the dissemination of good practices and strengthened accountability.

Recommendation 1

The Secretary-General should launch a reform of the United Nations internship programme, taking into account the benchmarking framework for good practices in internship programmes proposed by the Joint Inspection Unit in its report JIU/REP/2018/1, and report on progress made to the General Assembly at its next session under the agenda item on human resources.

Recommendation 2

Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.

Recommendation 3

The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.

Recommendation 4

The General Assembly should request the United Nations Secretariat to update the human resource framework to include a category for interns, who should not be classified under "type I: gratis personnel", thus facilitating the consideration of the introduction of compensation schemes, and to report to General Assembly at its next session under the agenda item on human resources.

Recommendation 5

The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.

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[36] Given the large number of interns hired by the United Nations system, the review confirms that the organizations are relying to a great extent on the presence of interns to support their work.

Recommendation 6

Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.

Recommendation 7

Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the *World Guide to Higher Education* published by the United Nations Educational, Scientific and Cultural Organization.

Annex I.A: Basic elements of internship programmes in JIU participating organizations (as of April 2018)

Organization	Administrative framework	Duration of internship	Size of programme[a] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
United Nations	ST/AI/2014/1 (administrative instruction on the United Nations internship programme)	2-6 months	15,193	No	Yes	Interns may not apply for or be appointed to any position in the Professional category and above or to a position at the FS-6 or FS-7 level in the Field Service category during the period of their internship and for the six months immediately following the expiration date thereof.	https://careers.un.org/lbw/home.aspx?viewtype=IP
UNCTAD		2-6 months	380				http://unctad.org/en/Pages/About%20UNCTAD/Internship-Programme.aspx
UNEP[b]		3-6 months	978				http://www.unon.org/content/internship-programme
UN-Habitat		2-6 months	Not available				http://uni.unhabitat.org/internships
UN-Women		2-6 months	375		Yes[c]		http://www.unwomen.org/en/about-us/employment/internship-programme
UNAIDS	People Development and Performance: Policy and Guidelines	6 weeks to 3 months (exceptional extension up to	713	No	Yes	3 months	http://www.unaids.org/en/aboutunaids/vacanciesandtenders/vacancies

[a] See annex III for size of the programme by year.

[b] Questionnaire response indicates a minimum duration of three months for UNEP internships.

[c] Based on recommendation 7 in JIU/NOTE/2009/2, UN-Women does not enforce a break-in-service requirement for former interns who have already graduated with a university degree and are applying for positions other than in the Professional category and above. However, current active interns cannot apply for or be appointed to any position during the period of their internship and the internship period shall not be shortened for the purpose of allowing an intern to apply for a position.

Organization	Administrative framework	Duration of internship	Size of programme[c] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
		an additional 3 months)					
ITC	ITC/AI/2016/04 (administrative instruction on the ITC internship programme)	2-6 months	669	No	No		www.intracen.org/itc/itc-careers/career-options/internship-programme
UNDP	UNDP internship policy (December 2015). Interns are also subject to ST/SGB/2002/9	6 weeks to 6 months	Data not available owing to the decentralized management of internship programme	No	No	There is no mandatory break; however, interns cannot apply or be appointed during the period of internship.	www.undp.org/content/undp/en/home/operations/jobs/types-of-opportunities/internships.html
UNFPA[d]	Current policy in place as of April 2018: UNFPA Policy on Internships from 1 January 2007; Policies and Procedures Manual: Human Resources Personnel of UNFPA – Internships	2-6 months	428	No	Yes	3 months	http://www.unfpa.org/jobs/internship-programme-unfpa-headquarters-new-york

[d] In January 2018, the Executive Board of UNFPA approved in principle the introduction of some type of remuneration for interns. As a result, the policy that was under development, which provided for a non-remunerated programme, will now be revised to introduce a remuneration element. The 2007 policy will continue to apply until the new policy is finalized and formally approved.

Organization	Administrative framework	Duration of internship	Size of programme[e] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
	Ongoing reform of internship programme. Executive Board approved, in January 2018, the principle of introducing a stipend for interns.	Normally 2 months; no more than 6 months		**Yes** Forthcoming; not applicable as of April 2018. 5 per cent of DSA of the duty station or a maximum of $500 per month	Yes	3 months	
UNHCR	*Old policy* (in place as of March 2018 until 31 May 2018): Internship in UNHCR (IOM/012-FOM/012/2013/Corr.1)	2-6 months	Data not available owing to decentralized management of internship programme	**No**	No break in service as an individual contractor; break in service required for positions at UNHCR	6 months	http://www.unhcr.org/internships.html
	New policy (promulgated on 6 February 2018 and applicable from 1 June 2018): administrative instruction UNHCR/AI/2018/3 on internship in UNHCR	2-6 months	Data not available owing to decentralized management of internship programme	**Yes** 10 per cent of DSA of the duty station based on 30 calendar days. Stipend must not exceed the equivalent of $1,000 per month.[e]	No break in service; a former intern may be engaged under any affiliate scheme with no break in service. Break in service required for positions at UNHCR.	6 months (for positions at UNHCR)	
UNICEF	UNICEF procedure on internship programme	6-26 weeks	Data not available owing to decentralized	**Yes** $1,500 or 65 per cent of the local G-1 net monthly salary at	Yes	For fixed-term appointments, 1 day.	https://www.unicef.org/about/employ/index_internship.html

[e] This will allow UNHCR divisions and operations engaging interns to budget for a food and local transportation allowance for interns starting 1 June 2018.

Organization	Administrative framework	Duration of internship	Size of programme[a] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
	(DHR/PROCEDURE/2017/008)		management of internship programme	headquarters, whichever is lower; in other offices, up to 65 per cent of the local G-1 net monthly salary. For part-time internships, stipends are prorated. When travel is required, up to $1,000 may be paid.		For temporary appointments, 31 days	
UNOPS	Administrative instruction AI/PCPG/2014/01 of 4 June 2015	4 weeks to 12 months (internships in non-family duty stations are not encouraged but may be allowed for a maximum duration of 3 months)	370	**Yes** Up to 10 per cent of the reduced (after-60-day) DSA rate, multiplied by 30 When travel is required, a fixed amount of $500	No		https://www.unops.org/english/Opportunities/job-opportunities/what-we-offer/Pages/Internships-and-volunteering.aspx
UNRWA	The Agency's intern/volunteer programme as outlined in General Staff Circular No. 04/2010	3-6 months	Data not available owing to decentralized management of internship programme	**No**	No		https://www.unrwa.org/careers/internships
WFP	HR Manual, sect. III.4 (Interns)	2-8 months	907	**Yes** 14 per cent of DSA in the duty station of assignment, capped at $1,000. For part-time internships, the monthly stipend is prorated accordingly. **Travel expenses are paid for nationals of developing**	Yes	One month	http://www1.wfp.org/careers/internships

Organization	Administrative framework	Duration of internship	Size of programme[a] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
				countries pursuing studies in their home country.			
FAO	*(Programme under reform, new conditions not known)* Internship programme policy	3-11 months	1,746	**Yes** Up to the equivalent of $700 (10 per cent of the after-60-day DSA rate established for each duty station)	No		http://www.fao.org/employment/collaborate-with-us/internship-programme/en
IAEA	AM. II/11, V (internal administrative manual of IAEA), issued 29 January 2016	3-12 months. A minimum of 1 month is also accepted on an exceptional basis.	1,655	**Yes** €500 for interns without financial support from an institution, university or other source. An additional €500 is offered to interns who pay for their own accommodation to a non-family third party.	Yes	6 months of mandatory break in service for non-advertised posts and consultancies	https://www.iaea.org/about/employment/internships
ICAO	Administrative instructions for the ICAO internship programme, February 2018	2-6 months. The maximum duration may be extended to 12 months for partnership arrangements with universities and academic institutions.	267	No	Yes	Interns are not eligible to apply for or be appointed to any post in the ICAO secretariat or be contracted for any other remunerated employment with ICAO for the six months immediately following the end of their internship.	https://careers-new.icao.int/web/icao/internship

Organization	Administrative framework	Duration of internship	Size of programme[a] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
ILO	Office directive IGDS No. 249 (Version 3) of 20 December 2016 on the ILO internship policy	3-6 months	1,695	**Yes** CHF 2,200 per month + CHF 45 as a monthly contribution towards the cost of medical insurance for interns	No		http://www.ilo.org/public/english/bureau/pers/vacancy/intern.htm
IMO	Applicable conditions and procedures of the IMO research internship programme	2 weeks to 3 months	444	**No**	Yes	Research interns may apply and be considered for subsequent employment by the organization as external candidates. While no "cooling off" period is required, the research intern must have completed his or her degree prior to application.	http://www.imo.org/en/About/Careers
	Applicable conditions and procedures of the IMO externship programme	Student externships should normally last not more than one term/semester/quarter.	4 (in 2017)		No	Student externs may apply for, and be considered for, subsequent employment by the Organization, after completion of the relevant degree requirements	

Organization	Administrative framework	Duration of internship	Size of programme[a] 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
						leading to the externship.	
ITU	ITU Internship Programme: Objectives, Procedures and Guidelines	2 weeks to 3 months, extendable to 6 months in any 12-month period	777	**No**	Yes	6 months	http://www.itu.int/en/careers/Pages/Internship.aspx
UNESCO	UNESCO internship policy (December 2009), sect. 15.6	2-6 months	4,511	**No**	No		https://en.unesco.org/careers/internships
UNIDO	Administrative instruction on UNIDO internship programmes (UNIDO/AI/2016/4)	3-6 months. Exceptionally, internships may be shortened to as little as 1 month or extended to as long as 12 months, if duly authorized by HRM.	906	**No**	Yes	2 months	https://www.unido.org/resources/employment/internship
UNWTO	Internal circular	1-6 months, renewable up to 12 months	283	**Yes** €400	Yes	If a "cooling off" period of 3 months is waived, a break in service of at least 7 days is obligatory.	http://www2.unwto.org/about/employment
UPU	Administrative Instruction No. 33 of 1 July 2012 on traineeships and	2-6 months	42	**Yes** CHF 1,000, 1,500 or 2,000 depending on the place of residence of the intern	Yes	6 months for trainees	http://www.upu.int/en/resources/vacancies/internships.html

Organization	Administrative framework	Duration of internship	Size of programme* 2009-2017 (Number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service	
	recruitment of trainees						
WHO	WHO e-Manual, sect. III.16.4 (Interns and volunteers)	The duration of the WHO internship is not less than 6 weeks and can be up to a maximum of 6 months.	5,195	**No**	Yes	3 months	http://www.who.int/careers/en
WIPO	Office instruction No. 31/2013 of 28 June 2013 on the WIPO internship policy	3 months to 1 year depending on category	461	**Yes** Category I: CHF 500 if first-level degree completed Category II: CHF 2,000 if enrolled in post-graduate level studies	Yes	2 months for employment on a temporary appointment or a non-staff contract	http://www.wipo.int/jobs/en/internships
WMO	Guidelines for Internships in WMO, chap. 4 (Standing instructions)	3-12 months	121	**No**	Yes	6 months	N/A

Source: JIU elaboration based on responses to questionnaires, interviews, organizations' websites and official internship policies from respondent organizations (as of April 2018).

Annex I.B: Basic elements of internship programmes in international organizations other than the participating organizations of the Joint Inspection Unit

Organization	Administrative framework	Duration of internship	Size of the programme per year (number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service/ other	
IFAD	IFAD internship programme	6 months		**Yes** Monthly allowance based on a percentage of the January daily subsistence allowance rate of the assigned duty station Regular internship programme: 7 per cent of DSA Enhanced internship programme: 14 per cent of DSA The enhanced internship programme is aimed at enhancing geographical distribution. It includes a travel and housing allowance.	Yes	6 months	https://www.ifad.org/web/guest/internship-programme

Organization	Administrative framework	Duration of internship	Size of the programme per year (number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service/ other	
IOM	IOM internship Programme	2-6 months generally, but up to 9 months is possible	568 (in 2017), of which 104 were at headquarters and 464 in other worldwide offices.	**Yes** Stipend disbursed ranges from CHF 689 to CHF 1,953 at IOM headquarters in Geneva (based on 2018 figures). Elsewhere, the rate of the stipend depends on the percentage of DSA of a specific duty station, the educational level of the candidate and the place of residence.	No		https://www.iom.int/internships-iom
World Bank	World Bank internship programme	1-4 months	Approx. 150-200	**Yes** $20-29 (net per hour) or $26-37 (gross per hour)			http://www.worldbank.org/en/about/careers/programs-and-internships
IMF	International Monetary Fund internship programme	10-12 weeks	Approx. 50	**Yes** $3,000			https://www.imf.org/external/np/adm/rec/job/summint.htm
IADB	Internship programme of IADB	2 months	Approx. 40	**Yes** Junior programme (bachelor's degree completed): $2,745 Regular programme (master's degree completed): $3,200 A special programme is available for diversity candidates.	No		https://jobs.iadb.org/en/students-recent-graduates

Organization	Administrative framework	Duration of internship	Size of the programme per year (number of interns)	Stipend No/Yes (amount)	Restrictions on further employment		Website
					Yes/No	Break in service/ other	
OAS	Internship programme of OAS	10-12 weeks	An average of 280 interns per year, at headquarters and country offices in OAS member countries. Summer, spring and winter sessions average 60 to 80 per cohort.	**No**	Yes	Interns cannot be hired during the time of the internship. To become a volunteer after the internship, the intern needs to wait for at least 3 months.	http://www.oas.org/en/saf/dhr/internships/
PAHO	PAHO internship programme	2-6 months		**No**[a]			http://www.paho.org/hq/index.php?Itemid=4245
OECD	OECD internship programme	1-6 months (renewable for another 6 months up to a total of 12 months)	Number of interns not limited in advance; on average, 450 interns per year	**Yes** €702 per month	No (unless the intern is from a non-OECD country)		http://www.oecd.org/careers/internshipprogramme.htm

Source: JIU elaboration based on responses to questionnaires, interviews, organizations' websites and official internship policies from respondent organizations (as of April 2018).

[a] As of April 2018, PAHO is envisaging a reform of its internship programme that could lead the introduction of a stipend for interns.

Annex II: Eligibility criteria for the selection of interns in the participating organizations of the Joint Inspection Unit

ORGANIZATION	ELIGIBILITY CRITERIA
	Academic requirements
United Nations **UNCTAD** **UNEP** **UN-Habitat** **UN-Women**	- Applicants to the United Nations internship programme must at the time of application meet one of the following requirements: • Be enrolled in a graduate school programme (second-level university degree or equivalent, or higher) • Be enrolled in the final academic year of a first-level university degree programme (minimum bachelor's level or equivalent) • Have graduated with a university degree and, if selected, must commence the internship within one year of graduation.
UNAIDS	- Interns must be students who are currently registered in a university programme at a recognized post-secondary institution. While it is recommended that interns be studying at the master's level or above, interns working on their first-level degree can also be considered if they possess the required base of knowledge and skills.
ITC	- ITC may accept applicants to the ITC internship programme provided the applicants meet one of the following conditions at the time of application: • They are enrolled in the second or final academic year of a first-level university degree programme (minimum bachelor's level or equivalent) • They are enrolled in a graduate school programme (second-level university degree or equivalent, or higher) • They have graduated with a university degree and, if selected, must commence the internship within one year of graduation.
UNDP	- Applicants to the UNDP internship programme must at the time of application meet one of the following requirements: • Be enrolled in a graduate school programme (second-level university degree or equivalent, or higher) • Be enrolled in the final academic year of a first-level university degree programme (minimum bachelor's level or equivalent) • Have graduated with a university degree and, if selected, must start the internship within one year of graduation.
UNFPA	- The background of any applicant for an internship should match the following requirements of the Fund: • Be actively enrolled in or have completed a university or similar educational programme • Have an interest in the field of development.
UNHCR	- Interns must either: • Be recent graduates, i.e. have completed their studies within one year of being offered an internship with UNHCR, or a current student in a graduate or undergraduate programme at a university or higher education facility accredited by UNESCO • Have completed at least two years of undergraduate studies in a field relevant or of interest to the work of the Organization.
UNICEF	- Under the current policy, to be considered for an internship with UNICEF applicants must be at least 18 years old and be enrolled in a degree programme in an undergraduate or graduate school, or be recent graduates (i.e. have graduated within the past two years).
UNOPS	- Applicants should be enrolled in a university programme such as a bachelor's, master's or PhD (or equivalent) or have graduated from such studies within three years prior to the date of application for the internship.
UNRWA	- Intern/volunteer placements can be used for individuals with a minimum of completed secondary-level education.

ORGANIZATION	ELIGIBILITY CRITERIA
ITU	- Applicants must be enrolled in an undergraduate or graduate/postgraduate programme or be a recent graduate (within six months).
UNESCO	- Applicants must be enrolled in a graduate or postgraduate degree programme in a university or equivalent institution at the time of application. - At the time of application, applicants pursuing their studies in countries where higher education is not divided into undergraduate and graduate stages must have completed at least three years of full-time studies in a university or equivalent institution towards the completion of a degree. - Students should be undertaking studies in areas related to the fields of competence of UNESCO (education, science, culture, communication and social sciences) or in other areas which support the work of UNESCO, such as law, human resources, management studies and international relations. - Applicants must have a good track record, demonstrated by recent certificates or official records from their university institution. - Candidates for internships in secretarial/assistant or technical/professional assignments must be enrolled in a secretarial school (bilingual secretarial school for candidates at headquarters) or in a specialized technical/professional institution and must have reached the final year of their studies.
UNIDO	- Applicants should meet one of the following requirements: • Be enrolled in a first-level university degree at the time of application • Hold a first-level university degree and be enrolled in an advanced-level university degree programme (second-level university degree or higher) at the time of application • Hold a first-level or second-level university degree and be sponsored by an institution as part of their academic or development programme • Have graduated with a second-level university degree and, if selected, must commence the internship within one year of graduation.
UNWTO	- Students must be enrolled in a university programme or have recently graduated from a university.
UPU	- To apply for an internship, an applicant must be one of the following: • A student enrolled in an institution for vocational training who is required to undertake a traineeship or apprenticeship in his or her chosen area in order to complete his or her training programme and obtain a diploma • A student enrolled in a university or other higher educational establishment whose programme of study is in progress or about to finish • A recent graduate who has received his diploma within the past two terms • A doctoral student writing a thesis on a subject determined by a tripartite agreement between the university, the International Bureau of UPU and the student.
WHO	- Applicants should meet the following requirements: • Be enrolled in a course of study at a university or equivalent institution leading to a formal qualification (applicants who have already graduated may also qualify provided that they start the internship no later than six months after the graduation) • Have completed three years of full-time studies at university or equivalent institution prior to commencing the assignment.
WIPO	- Applicants must have completed a first-level degree or higher.

ORGANIZATION	ELIGIBILITY CRITERIA
WFP	- Applicants must meet at least one of the following requirements: • They are currently enrolled in an undergraduate programme (for example, bachelor's degree) from a recognized university and have completed at least two years of the programme; candidates should have attended classes in the past 12 months • They are currently enrolled in a graduate programme (for example, master's degree) from a recognized university and have attended classes in the past 12 months • They are graduates from an undergraduate or graduate programme (within six months prior to the application to the internship programme) from a recognized university and attended classes in the final 12 months of enrolment in the university.
FAO	- Interns must be enrolled in an undergraduate or graduate degree programme in a bona fide (i.e. listed in the International Association of Universities/UNESCO database) educational institution at the time of application, or be recent graduates. - Applicants pursuing their studies in a country where higher education is not divided into undergraduate and graduate stages must have completed at least three years of full-time studies towards the completion of a degree. - Candidates must specialize in a field relevant to the work and mission of FAO.
IAEA	- Applicants must have completed at least three years of full-time studies at a university, or equivalent institution, towards the completion of their first degree. - Individuals may apply up to one year after the completion of a bachelor's, master's or doctorate degree; applications submitted after that time will not be considered. - Interns are selected from candidates whose study disciplines are relevant to the work of the Agency.
ICAO	- Applicants for ICAO internships must at the time of application have completed, or be enrolled in, a graduate degree programme (second-level university degree or higher). - Applicants pursuing studies in countries where higher education is not divided into undergraduate and graduate stages should have completed at least four years of full-time studies at a university or equivalent institution towards the completion of a degree. - Internships for students who are enrolled in the final academic year of a first-level university degree programme (minimum bachelor's level or equivalent) may exceptionally be proposed by a requesting office. - Exceptionally, during peak periods, enrolment in a university degree programme may be accepted as the minimum eligibility requirement for short internships in programme support and/or administrative services.
ILO	- Applicants should be currently enrolled in the final year of a graduate degree (master's or equivalent) or in a higher degree programme relevant to the work of ILO or have completed such a programme in the year preceding the date of application.
IMO	- The internship programme is particularly designed for students undertaking research into the activities of the Organization for the purpose of writing their dissertation or furthering academic research. - Priority is given to students with an academic background in the fields of shipping, the marine environment and international maritime and environmental law who have already obtained a university degree, and are enrolled and studying for a master's or PhD degree. - Under the externship programme, the university in which the student is enrolled must have a pre-existing mandatory or elective option for practical experience as part of its degree requirements. The student must be enrolled in a degree programme relating to the work of IMO or its secretariat (e.g. law, engineering, international relations, management, finance and languages).

ORGANIZATION	ELIGIBILITY CRITERIA
	- Graduates are eligible to apply for an internship no more than two years after completion of their most recent degree or postgraduate studies.
WMO	- Applicants must have a university degree, preferably in an area of work of WMO.
	Language requirements
United Nations **UNCTAD** **UNEP** **UN-Habitat** **UN-Women**	- Applicants must be proficient in English or another official language of the United Nations in use at the duty station of the internship. Knowledge of any other United Nations official language (i.e. Arabic, Chinese, French, Russian and/or Spanish) is an asset.
ITC	- Applicants should have working knowledge of English or French.
UNAIDS, WHO	- Applicants should be fluent in the working language of the office to which they are to be assigned.
UNFPA, WFP **UNWTO, WMO, IAEA**	- Applicants should have written and spoken proficiency in English; fluency in one of the other official languages of the United Nations is an asset.
UNICEF, ILO	- Applicants should be proficient in at least one of the organization's working languages: English, French or Spanish, and fluent in the working language of the office to which they are applying.
UNOPS	- Fluency in at least one United Nations official language required. Knowledge of a second United Nations official language is desirable.
ITU	- Applicants should be fluent in at least one of the six official languages of the Union: Arabic, Chinese, English, French, Russian or Spanish.
FAO	- Applicants should have a working knowledge of at least one FAO official language (Arabic, Chinese, English, French, Russian or Spanish). Knowledge of a second FAO official language will be considered an asset. Only language proficiency certificates from United Nations-accredited external providers and/or FAO language examinations (Language Proficiency Examination (LPE), ILE International exam or Language Resources and Technology (LRT)) will be accepted as proof of the level of knowledge of languages indicated in the online application.
UNESCO	- Applicants must be proficient (written or spoken) in at least one of the working languages of UNESCO (English and French). A working knowledge of the other language is an asset, and may be required for candidates for internships in secretarial/assistant assignments at headquarters.
WIPO	- Applicants should possess very good knowledge of English and/or French. Knowledge of any of the following WIPO working languages would be an advantage: Arabic, Chinese, German, Japanese, Korean, Portuguese, Russian or Spanish.
	Family restrictions
United Nations **UNCTAD** **UNEP** **UN-Women**	- A person who is the child or sibling of a staff member is not eligible to apply for an internship at the United Nations. An applicant who bears any other family relationship to a staff member may be engaged as an intern, provided that he or she is not assigned to the same work unit of the staff member or placed under the direct or indirect supervision of the staff member. - A "child" is defined as (a) the child of a staff member; (b) the child of the spouse of a staff member (stepchild); or (c) the spouse of a child of a staff member or a staff member's spouse (son- or daughter-in-law). "Sibling" includes the child of either or both parents of a staff member and the child of the spouse of a parent of a staff member (i.e. half- and stepsiblings).

ORGANIZATION	ELIGIBILITY CRITERIA
UNAIDS	- Family members of UNAIDS staff members are not eligible for internships.
ITC	- A person who is the child or sibling of a staff member is not eligible to apply for an internship at ITC. An applicant who bears any other family relationship to a staff member may be engaged as an intern, provided that he or she is not assigned to the same work unit as the staff member or placed under the direct or indirect supervision of the staff member. - A child is defined as (a) the child of an ITC staff member; (b) the child of the spouse of an ITC staff member (stepchild); or (c) the spouse of a child of an ITC staff member or an ITC staff member's spouse (son- or daughter-in-law). "Sibling" includes the child of either or both parents of a staff member and the child of the spouse of a parent of a staff member (i.e. half- and stepsiblings).
UNDP	- A person who is the child or sibling of a UNDP staff member is not eligible to apply for an internship at UNDP. An applicant who bears any other family relationship to a UNDP staff member may be engaged as an intern, provided that he or she is not assigned to the same work unit as the staff member or placed under the direct or indirect supervision of the staff member. - A "child" is defined as (a) the child of a staff member; (b) the child of the spouse of a staff member (stepchild); or (c) the spouse of a child of a staff member or a staff member's spouse (son- or daughter-in-law). "Sibling" includes the child of either or both parents of a staff member and the child of the spouse of a parent of a staff member (i.e. half- and stepsiblings).
UNOPS	- Individuals who are the father, mother, son, daughter, brother or sister of a staff member of UNOPS are not eligible to apply for internships. - To support dual career mobility, spouses of UNOPS personnel members are eligible for internships, provided that they receive no preference because of their relationship to the personnel member, they meet all eligibility requirements, they are not assigned to the same business unit as the personnel member and the spouse and the intern are not in the same line of hierarchy.
WFP **ILO** **UPU** **WHO** **WMO** **UNHCR**[a] **UNICEF**[b]	- Individuals who are the father, mother, son, daughter, brother or sister of a staff member of the organization are not eligible to apply for internships.
WIPO	- An applicant whose father, mother, brother or sister is a staff member of WIPO is not eligible to apply for an internship. A person whose spouse is a staff member of WIPO may be employed under the internship programme provided that he or she is fully qualified for the position for which he or she is being considered and is not given any preference by virtue of the relationship to the staff member. - An intern may not be assigned to serve in a position which is superior or subordinate in the line of authority to his or her spouse. - Neither the staff member nor the intern may participate in the process of reaching or reviewing an administrative decision affecting the selection, status or entitlements of his or her spouse.

[a] UNHCR: Family restrictions also apply to temporary appointment holders and members of the affiliate workforce.
[b] UNICEF: An applicant must have no relatives in the line of authority to whom the intern would report.

ORGANIZATION	ELIGIBILITY CRITERIA
FAO	- An individual who is the father, mother, son, daughter, brother or sister of a staff member is not eligible for to apply for an internship. The eligibility of a potential candidate who is the spouse of an existing staff or non-staff member is subject to the same clearance procedures as those foreseen under the Organization's policy on spousal employment.
ICAO	- A person who is the child or sibling of a staff member is not eligible to apply for an internship in ICAO. An applicant who bears any other family relationship to a staff member may be engaged as an intern, provided that he or she is not assigned to the same work unit as the staff member or placed under the direct or indirect supervision of the staff member.
IAEA	- In a calendar year, the number of interns who are children of staff members shall be limited to a maximum of 10.
UNIDO	- The number of children or dependants of current UNIDO staff selected as interns shall not exceed 10 per cent of the total number of interns at any given time. Such interns shall not be placed in the department or office where the staff member works so as to avoid any formal supervisory relationship.
UNWTO	- In order to receive a regular stipend, an intern must not be the child or spouse of a staff member of the Organization or an embassy employee holding diplomatic or consular status in Spain.
Other (age, specific skills)	
United Nations **UNCTAD** **UNEP** **UN-Women** **UNFPA** **ILO** **UNESCO** **WIPO** **WMO** **IAEA**	- Applicants must: • Be computer literate in standard software applications • Have a demonstrated interest in the work of the United Nations and a personal commitment to the ideals of the Charter • Have a demonstrated ability to interact successfully with individuals of different cultural backgrounds and beliefs, which includes a willingness to be tolerant of differing opinions and views.
UNICEF	- Applicants must have a strong academic performance, as demonstrated by recent university or institutional records or, if such records are not available, a reference letter from an academic supervisor.
UNOPS **ILO**	- No prior work experience is required; some knowledge of the tools related to the field of the internship is highly desirable.
IAEA **ILO** **WHO**	- Applicants must not have previously participated in the internship programme of the organization concerned.
WFP	- Applicants must be fit to travel to, and work at, the duty station of the internship. - The programme will recognize candidates' educational credentials from recognized institutions that have been certified by competent international or national authorities such as UNESCO or a ministry of education.
FAO	- Candidates should be between the ages of 21 and 30. - They should be nationals of FAO member nations. - Candidates should have appropriate residence or immigration status in the country of assignment.

ORGANIZATION	ELIGIBILITY CRITERIA
IAEA	- Applicants must be at least 20 years of age.
ILO	- There is no age limit for applicants. - Persons subject to United Nations sanctions are not eligible for ILO internships.
IMO	- The internship programme does not provide opportunities for students to be attached to the secretariat as trainees in order to obtain work or practical experience, and applications for an internship on this basis will not be considered. In order to apply fair treatment towards all applicants, the programme operates on a "first come, first served" basis. - The acceptance of students for attachment at IMO headquarters is subject to the clear understanding that their stay will entail no financial implications, legal obligations or liabilities for the Organization. Applications must be accompanied by a written agreement signed by intern themselves and by a letter from the sponsor (university or government). - Externs are under the direct supervision of the responsible division or office. The supervisor shall complete and agree to the standards described in the conditions. - The acceptance of externs for attachment at IMO headquarters is subject to the clear understanding that their stay will entail no financial implications, legal obligations or liabilities for the Organization. Applications must be accompanied by a written agreement signed by the extern's university supervisor and the IMO supervisor.
ITU	- Applicants must meet the following requirements: • Be at least 18 years old and not more than 30 years old (an exception is made when study towards a PhD is in progress) • Be a citizen of a member State of ITU • Be certified as medically fit for work • Have or be eligible for an appropriate entry visa, residence or immigration status in the country of assignment • Provide ITU with a written proposal for an assignment, which is evaluated by the Union as suitable for volunteer action and within the mandate of ITU • Have registered their CV - Have provided a copy of their university enrolment or graduation certificate.
UNIDO	- Applicants must be between the ages of 21 and 35 years. - Eligible nationals of UNIDO member states shall be accorded priority. Eligible nationals from member States of UNIDO that are not represented or are underrepresented in UNIDO, as well as women applicants, shall be given special attention.
UPU	- A trainee from an institution for vocational or technical training must be at least 18 years old at the start of his or her traineeship. - A trainee from a university or other higher educational establishment must be at least 20 years old at the start of his or her traineeship.
WHO	- Applicants must meet the following requirements: • Be at least 20 years of age on the date of application • Hold a valid passport of a WHO member State (as matter of policy, and for the avoidance of any international law issues, including with member States and host States, candidates for internship who do not hold a valid passport from a WHO member State will not be considered).
WMO	- Applicants must meet the following requirements: • Be between 21 and 35 years of age

ORGANIZATION	ELIGIBILITY CRITERIA
	• Have very limited professional experience. - Interns may participate only once in an internship with WMO.

Source: JIU elaboration based on responses to questionnaire and internship policies from participating organizations: United Nations, UNCTAD, UNEP, UN-Habitat and UN-Women, ST/AI/2014/1; UNAIDS, People Development and Performance: Policy and Guidelines; ITC, ITC/AI/2016/04; UNDP, UNDP internship policy (December 2015) (interns are subject to ST/SGB/2002/9); UNFPA, Policies and Procedures Manual: Human Resources Personnel of UNFPA – Internships; UNHCR, Internship in UNHCR (IOM/012-FOM/012/2013/Corr.1) and UNHCR/AI/2018/3; UNICEF, DHR/PROCEDURE/2017/008; UNOPS, administrative instruction AI/PCPG/2014/01 of 4 June 2015; UNRWA, General Staff Circular No. 04/2010; WFP, HR Manual, sect. III.4 (Interns); FAO, internship programme policy; IAEA, AM. II/11, V (internal administrative manual of IAEA), issued 29 January 2016; ICAO, administrative Instructions for the ICAO Internship Programme (February 2018); ILO, office directive IGDS No. 249 (Version 3) of 20 December 2016 on the ILO internship policy; IMO, applicable conditions and procedures of the IMO research internship programme and applicable conditions and procedures of the IMO externship programme; ITU, Internship Programme: Objectives, Procedures and Guidelines; UNESCO, UNESCO internship policy (December 2009), sect. 15.6; UNIDO, administrative instruction on UNIDO internship programmes (UNIDO/AI/2016/4); UNWTO, internal circular; UPU, administrative instruction No. 33 of 1 July 2012 on traineeships and recruitment of trainees; WHO, WHO e-Manual, sect. III.16.4 (Interns and volunteers); WIPO, office instruction No. 31/2013 of 28 June 2013 on the WIPO internship policy; WIPO, Guidelines for Internships in WMO, chap. 4 (Standing instructions).

Annex III – Size of the internship programmes in the participating organizations of the Joint Inspection Unit (2009-2017)

Organization	Stipend	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL 2009-2017
United Nations	No	2,219	2,211	2,211	2,009	2,009	2,267	2,267	Not available		**15,193**
Funds and programmes											
UNAIDS	No	27	23	39	63	113	104	198	60	86	713
UNCTAD	No	-	-	-	-	53	66	77	123	61	380
ITC	No	89	73	77	60	57	78	80	82	73	669
UNDP	No	-	-	-	-	-	-	-	-	-	-
UNEP	No	-	-	-	-	203	202	217	195	161	978
UNFPA	No	-	7	12	18	55	53	71	125	87	428
UN-Habitat	No	-	-	-	-	-	-	-	-	-	-
UNHCR[a]	No	-	-	-	-	-	-	-	-	-	-
UNICEF	Yes	-	-	-	-	-	-	-	-	-	-
UNODC	No	-	-	-	-	-	-	-	-	-	-
UNOPS	Yes	-	-	-	-	-	-	159	145	66	370
UNRWA	No	-	-	-	-	-	-	-	-	-	-
UN-Women	No	-	-	-	-	-	56	71	108	140	375
WFP	Yes	75	72	61	48	75	80	175	141	180	907
SUBTOTAL Funds and programmes		**191**	**175**	**189**	**189**	**556**	**639**	**1,048**	**979**	**854**	**4,820**
Specialized agencies											
FAO	Yes				276	281	291	318	315	265	1,746
IAEA	Yes	130	133	170	178	222	263	261	189	109	1,655
ICAO	No	-	-	3	15	37	45	60	78	29	267

[a] New UNHCR policy promulgated in February 2018. For the reporting period 2009-2017, no stipend was provided.

Organization	Stipend	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL 2009-2017
ILO	Yes	259	274	279	207	183	163	150	180	-	1,695
IMO	No	-	35	53	57	69	80	54	54	42	444
ITU	No	42	69	94	109	91	92	96	104	80	777
UNESCO	No	431	429	474	526	639	620	532	540	320	4,511
UNIDO	No	86	89	91	132	117	109	91	112	79	906
UNWTO	Yes	-	21	31	31	37	52	32	39	40	283
UPU	Yes	8	8	8	5	4	3	2	2	2	42
WHO	No	496	550	563	544	585	517	565	568	807	5,195
WIPO	Yes	34	63	77	55	55	54	46	50	27	461
WMO	No	18	10	11	6	10	11	16	20	19	121
SUBTOTAL Specialized agencies and IAEA		**1,504**	**1,681**	**1,854**	**2,141**	**2,330**	**2,300**	**2,223**	**2,251**	**747**	**18,103**
GRAND TOTAL		**3,914**	**4,067**	**4,254**	**4,339**	**4,895**	**5,206**	**5,538**	**3,230**	**1,601**	**38,116**

Source: Reports of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/65/350/Add.1, A/67/329/Add.1, A/69/292/Add.1 and A/71/360/Add.1) for the United Nations and responses to questionnaires for other JIU participating organizations: ITC (2009-2017), UNAIDS (2009-2017), UNCTAD (2013-2017), UNEP (2013-2017), UNFPA (2010-2017), UNOPS (2015-2017), UN-Women (2014-2017) and WFP (2009-2017); for UNICEF and UNHCR, data decentralized (no reporting); and, for specialized agencies and IAEA, responses to questionnaires: FAO (2012-2017), IAEA (2009-2017), ICAO (2011-2017), ILO (2009-2016), IMO (2010-2017), ITU (2009-2017), UNESCO (2009-2017), UNIDO (2009-2017), UNWTO (2010-2017), UPU (2009-2017), WHO (2009-2017), WIPO (2009-2017) and WMO (2009-2017).

Annex IV: Conditions of service and entitlements

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
United Nations	-	Ad hoc with supervisors	Yes	Yes	Yes	Yes	**Yes** Access to Lynda platform (https://hr.un.org/lynda) Mandatory online learning programmes on integrity awareness initiative and prevention of workplace harassment, sexual harassment and abuse of authority in the workplace
FUNDS & PROGRAMMES							
UNAIDS	Practice suggests that interns are given the same amount of leave as staff.	2.5 days/month, same as for staff			Yes	Yes	**Yes** Internal, external and shadowing
UNCTAD	-	Interns are entitled to 2 weeks of leave, of which they can avail themselves after completion of the first 2 months of work.	Yes		Yes	Yes	**Yes** Internal, external and IT training; UNCTAD provides additional briefings based on intern needs.
ITC	Included in annual leave	2.5 days/month	No set regulation; normally in a shared office with other staff members or interns		Yes	Yes	**Yes** Basic Security in the Field and career guidance workshops as internal training; SMART Goals as external training. Access to UNOG language training (on a fee-paying basis). Also, interns accompany the division/section on retreats.

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
UNDP	None	None, but as there is no employment relationship and interns are not paid, they are allowed to take time off from their internship with the agreement of their supervisor.	Since the selection of interns is decentralized, each office determines what is appropriate.		Yes	Yes	**Yes** Since the selection of interns is decentralized, each office determines what is appropriate. Where interns are integrated into teams and teams have learning opportunities, they will most likely be included.
UNEP	Up to 3 days: no certificate has to be provided to supervisor 3 days to 2 weeks: sick note from doctor must be provided. More than 2 weeks: renegotiate internship period end date	Interns are not entitled to leave except for public holidays or study leave negotiated with the supervisor.		Yes	Yes	Yes	**Yes** Internal and IT training. Shadowing depends on supervisor. Interns have access to language training but must pay for it themselves.
UNFPA	No	No	Yes		Yes	Yes	**Yes** On-the-job training and seminars on careers in the United Nations system are provided. Interns have access to online training courses on United Nations careers, Basic Security in the Field and Advanced Security in the Field. Opportunities to shadow and courses in English are also provided.
UN-Habitat	-	-	-	-	-	-	-
UNHCR (previous policy)	If the intern is sick, he or she does not come to the office and informs the	No	Yes	Yes	Yes	Yes	**Yes** Training opportunities on a variety of subjects are available through the Learn

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
	manager. There is no "entitlement" as such, however, as internships are unpaid. It is good business practice, however, for the intern to provide a certificate from a doctor if the illness is prolonged and has an impact on internship results.						& Connect online platform. Upon request by the supervisor, interns can access and complete all mandatory courses in the online platform.
UNHCR (new policy promulgated on 6 February 2018, enters into force in June 2018)	Interns are granted up to two days of sick leave per month of service. For sick leave of three or more consecutive working days, a medical certificate issued by a qualified medical practitioner must be produced. In situations when the sick leave entitlement for the entire contract period is exhausted, the internship agreement shall come to an end.	Interns accumulate 1.5 leave days per month of continuous service and may take leave following the agreement of the supervisor.	Yes	Yes	Yes	Yes	**Yes** Training opportunities on a variety of subjects are available in the Learn & Connect online platform. Upon request by the supervisor, interns can access and complete all mandatory courses in the online platform.
UNICEF	Interns are not staff members. Consequently, they are not entitled to annual leave or sick leave, but can be granted unpaid leave when required, following discussion with their supervisors.		Yes	Yes	Yes	Yes	**Yes** Access to the Agora platform
UNODC	-		-	-	-	-	-

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
UNOPS	At supervisor's discretion	2.5 days per month are accrued	Interns use a desk in shared spaces, either in offices or in open space with the rest of personnel as needed.		Yes	Yes	**Yes** Project management training such as PRINCE2, MSP, MoR, MoV, MoP and P3O as external training. Advanced Language Training with Speexx and Rosetta Stone Catalyst is also provided.
UNRWA	Interns who are unable to report to work due to illness have an obligation to inform their supervisor as early as possible.	Interns on a full-time schedule are permitted to be absent on two working days per month, subject to prior agreement with the supervisor.	-		Yes	Yes	**No**
UN-Women	No	-	Yes		Yes	Yes	**Yes** Internal, external and language training only when at no cost. IT training for web-editing skills and shadowing are up to the intern and the hosting department. In the field, all interns are required to take United Nations Department of Safety and Security online courses on Basic and Advanced Security in the Field.
WFP	Yes	Yes	Office space for interns is the same as for all WFP staff and falls under the same administrative guidelines.		Yes	Yes	**Yes** Participation in any training is at the discretion of the hosting department, should it feel that the training is beneficial for the intern and his or her assignment with WFP.

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
SPECIALIZED AGENCIES & IAEA							
FAO	The 2 days per month of assignment are allowed to be accumulated within any given assignment.	A maximum of 2.5 days per month. Days of absence can be accumulated and carried forward, to be taken within the assignment period.	Varies as per availability of office space		Yes	Yes	**Yes** Access to the platform you@fao. For external training, interns attend workshops and other events organized by the Organization.
IAEA	Yes; this is specified during the induction session.	Yes; this is specified during the induction session (2.5 days/month, to be carried forward and taken within the assignment period).	Yes		Yes	Yes	**Yes** Interns may register for internal, language and IT training. Shadowing is provided with a tutor.
ICAO	No	No	Yes	Yes	Yes	Yes	**Yes** Corporate training, on the basis of a written recommendation from the supervisor and if relevant for the assignment. ICAO also provides training online in Basic and Advanced Security in the Field, as required by the United Nations Department of Safety and Security, ethics (online), United Nations orientation (online) and an ICAO orientation course.
ILO	Yes	Yes	Yes	Yes	Yes	Yes	**Yes** ILO provides training opportunities to interns and other training opportunities

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
							that interns are welcome to attend with other staff members. Some examples include training on disability and equality, communication and IT skills.
IMO	Yes	No for interns. For externs, per rules of the sending university	No	Yes	Yes	Yes	No
ITU	No	No	Yes		Yes	Yes	**Yes** The internship is considered to consist of shadowing.
UNESCO	Question not answered	2.5 days per month	Yes		Yes	Yes	**Yes** Training includes career development.
UNIDO	Question not answered	Not answered	Yes		Yes	Yes	**Yes** Language courses at own cost.
UNWTO	Interns are subject to the conditions established by the Organization with regard to sick leave.	Interns are subject to the conditions established by the Organization with regard to annual leave.	Yes	Yes	Yes	Yes (generic email address)	**Yes** Interns may benefit from UNWTO group training as per availability and if such training has direct relevance to their assignment, if it is at no cost to the Organization.
UPU	Yes	1 day per month	Yes		Yes	Yes	**No**
WHO[a]	Partially	No	Yes	Yes	Yes	Yes	**Yes** Access to the ilearn learning platform. For external training, depending on unit function, there is the possibility to take part in external meetings at the duty station.
WIPO	Interns are granted up to two days of sick leave per month of service. An	Interns accrue 2.5 days of annual	Yes		Yes	Yes	**No**

[a] WHO headquarters.

Organization	Leave entitlements		Office space accommodation (size of the office)		Working facilities		Training
	Sick leave	Annual leave entitlements	Desk in shared office	Desk in open space	Computer	Corporate email account	No/Yes (Details)
	intern is not granted sick leave for a period of more than three consecutive working days without producing a certificate from a duly qualified medical practitioner to the effect that he or she is unable to perform his or her duties and stating the probable duration of the absence.	leave per month of service.					Interns cannot enrol in training opportunities at WIPO during their internship at a cost to the Organization.
WMO	Yes; explained orally on first day	Yes; explained orally on first day	Yes		Yes	Yes	**Yes** Internship is considered to consist of shadowing.

Annex V

Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit
JIU/REP/2018/1

			United Nations and its funds and programmes															Specialized agencies and IAEA											
	Intended impact	CEB	United Nations[a]	UNAIDS	UNCTAD	ITC	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	FAO	IAEA	ICAO	ILO	IMO	ITU	UNESCO	UNIDO	UNWTO	UPU	WHO	WIPO	WMO
Report: For action		☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Report: For information		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Recommendation 1	d		E																										
Recommendation 2	d		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 3	b		E	E			E		E		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 4	i		L																										
Recommendation 5	a		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 6	i		L	L	L		L	L	L	L	L	L	L			L	L	L	L	L	L	L	L	L	L	L	L		L
Recommendation 7	c		E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E

Legend: **L:** Recommendation for decision by legislative organ or governing body. **E:** Recommendation for action by executive head. ▩: Recommendation does not require action by this organization

Intended impact: a: enhanced transparency and accountability, **b:** dissemination of good/best practices, **c:** enhanced coordination and cooperation, **d:** strengthened coherence and harmonization, **e:** enhanced control and compliance, **f:** enhanced effectiveness, **g:** significant financial savings, **h:** enhanced efficiency, **i:** other

[a] As listed in ST/SGB/2015/3